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Preface

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Over the past decade, the World Economic Forum's bi-annual *Future of Jobs Report* has followed evolving technological, societal and economic trends to understand occupational disruption and identify opportunities for workers to transition to the jobs of the future.

As we enter 2025, the landscape of work continues to evolve at a rapid pace. Transformational breakthroughs, particularly in generative artificial intelligence (GenAI), are reshaping industries and tasks across all sectors. These technological advances, however, are converging with a broader array of challenges, including economic volatility, geoeconomic realignments, environmental challenges and evolving societal expectations. In response, this fifth edition of the *Future of Jobs Report* expands its focus, offering a comprehensive analysis of the interconnected trends shaping the global labour market.

Central to the report is a unique dataset derived from an extensive survey of global employers. This year's edition captures the perspectives of over 1,000 employers – representing more than 14 million workers across 22 industry clusters and 55 economies – providing unparalleled insights into the emerging jobs landscape for the 2025-2030 period. This report would not be possible without their openness to contributing their views and insights, and we sincerely thank them all. We greatly appreciate, too, the support of our survey partners, which have enhanced the report's geographical coverage.

These perspectives are further enriched by research collaborations and data partnerships with ADP, Coursera, Indeed and LinkedIn, whose innovative data and analysis complement the survey findings.

This publication has been made possible by the dedication and expertise of its project team: Till Leopold, Attilio Di Battista, Ximena Játiva, Shuvasish Sharma, Ricky Li and Sam Grayling, alongside the wider team at the Centre for the New Economy and Society.

The disruptions of recent years have underscored the importance of foresight and collective action. We hope this report will inspire an ambitious, multistakeholder agenda – one that equips workers, businesses, governments, educators and civil society to navigate the complex transitions ahead.

Key findings

Technological change, geoeconomic fragmentation, economic uncertainty, demographic shifts and the green transition – individually and in combination – are among the major drivers expected to shape and transform the global labour market by 2030. The *Future of Jobs Report 2025* brings together the perspective of over 1,000 leading global employers—collectively representing more than 14 million workers across 22 industry clusters and 55 economies from around the world—to examine how these macrotrends impact jobs and skills, and the workforce transformation strategies employers plan to embark on in response, across the 2025 to 2030 timeframe.

- Broadening digital access is expected to be the most transformative trend – both across technology-related trends and overall – with 60% of employers expecting it to transform their business by 2030. Advancements in technologies, particularly AI and information processing (86%); robotics and automation (58%); and energy generation, storage and distribution (41%), are also expected to be transformative. These trends are expected to have a divergent effect on jobs, driving both the fastest-growing and fastest-declining roles, and fueling demand for technology-related skills, including AI and big data, networks and cybersecurity and technological literacy, which are anticipated to be the top three fastest-growing skills.

- Increasing cost of living ranks as the second-most transformative trend overall – and the top trend related to economic conditions – with half of employers expecting it to transform their business by 2030, despite an anticipated reduction in global inflation. General economic slowdown, to a lesser extent, also remains top of mind and is expected to transform 42% of businesses. Inflation is predicted to have a mixed outlook for net job creation to 2030, while slower growth is expected to displace 1.6 million jobs globally. These two impacts on job creation are expected to increase the demand for creative thinking and resilience, flexibility, and agility skills.

- Climate-change mitigation is the third-most transformative trend overall – and the top trend related to the green transition – while climate-change adaptation ranks sixth with 47% and 41% of employers, respectively, expecting these trends to transform their business in the next five years. This is driving demand for roles such as renewable energy engineers, environmental engineers and electric and autonomous vehicle specialists, all among the 15 fastest-growing jobs. Climate trends are also expected to drive an increased focus on environmental stewardship, which has entered the *Future of Jobs Report's* list of top 10 fastest growing skills for the first time.

- Two demographic shifts are increasingly seen to be transforming global economies and labour markets: aging and declining working age populations, predominantly in higher-income economies, and expanding working age populations, predominantly in lower-income economies. These trends drive an increase in demand for skills in talent management, teaching and mentoring, and motivation and self-awareness. Aging populations drive growth in healthcare jobs such as nursing professionals, while growing working-age populations fuel growth in education-related professions, such as higher education teachers.

- Geoeconomic fragmentation and geopolitical tensions are expected to drive business model transformation in one-third (34%) of surveyed organizations in the next five years. Over one-fifth (23%) of global employers identify increased restrictions on trade and investment, as well as subsidies and industrial policies (21%), as factors shaping their operations. Almost all economies for which respondents expect these trends to be most transformative have significant trade with the United States and/or China. Employers who expect geoeconomic trends to transform their business are also more likely to offshore – and even more likely to re-shore – operations. These trends are driving demand for security related job roles and increasing demand for network and cybersecurity skills. They are also increasing demand for other human-centred skills such as resilience, flexibility and agility skills, and leadership and social influence.

Extrapolating from the predictions shared by Future of Jobs Survey respondents, on current trends over the 2025 to 2030 period job creation and destruction due to structural labour-market transformation will amount to 22% of today's total jobs. This is expected to entail the creation of new jobs equivalent to 14% of today's total employment, amounting to 170 million jobs. However, this growth is expected to be offset by the displacement of the equivalent of 8% (or 92 million) of current jobs, resulting in net growth of 7% of total employment, or 78 million jobs.

- Frontline job roles are predicted to see the largest growth in absolute terms of volume and include Farmworkers, Delivery Drivers, Construction Workers, Salespersons, and Food Processing Workers. Care economy jobs, such as Nursing Professionals, Social Work and Counselling Professionals and Personal Care Aides are also expected to grow significantly over the next five years, alongside Education roles such as Tertiary and Secondary Education Teachers.

- Technology-related roles are the fastest-growing jobs in percentage terms, including Big Data Specialists, Fintech Engineers, AI and Machine Learning Specialists and Software and Application Developers. Green and energy transition roles, including Autonomous and Electric Vehicle Specialists, Environmental Engineers, and Renewable Energy Engineers, also feature within the top fastest-growing roles.

- Clerical and Secretarial Workers – including Cashiers and Ticket Clerks, and Administrative Assistants and Executive Secretaries – are expected to see the largest decline in absolute numbers. Similarly, businesses expect the fastest-declining roles to include Postal Service Clerks, Bank Tellers and Data Entry Clerks.

On average, workers can expect that two-fifths (39%) of their existing skill sets will be transformed or become outdated over the 2025-2030 period. However, this measure of "skill instability" has slowed compared to previous editions of the report, from 44% in 2023 and a high point of 57% in 2020 in the wake of the pandemic. This finding could potentially be due to an increasing share of workers (50%) having completed training, reskilling or upskilling measures, compared to 41% in the report's 2023 edition.

- Analytical thinking remains the most sought-after core skill among employers, with seven out of 10 companies considering it as essential in 2025. This is followed by resilience, flexibility and agility, along with leadership and social influence.

- AI and big data top the list of fastest-growing skills, followed closely by networks and cybersecurity as well as technology literacy. Complementing these technology-related skills, creative thinking, resilience, flexibility and agility, along with curiosity and lifelong learning, are also expected to continue to rise in importance over the 2025-2030 period. Conversely, manual dexterity, endurance and precision stand out with notable net declines in skills demand, with 24% of respondents foreseeing a decrease in their importance.

While global job numbers are projected to grow by 2030, existing and emerging skills differences between growing and declining roles could exacerbate existing skills gaps. The most prominent skills differentiating growing from declining jobs are anticipated to comprise resilience, flexibility and agility; resource management and operations; quality control; programming and technological literacy.

Given these evolving skill demands, the scale of workforce upskilling and reskilling expected to be needed remains significant: if the world's workforce was made up of 100 people, 59 would need training by 2030. Of these, employers foresee that 29 could be upskilled in their current roles and 19 could be upskilled and redeployed elsewhere within their organization. However, 11 would be unlikely to receive the reskilling or upkskilling needed, leaving their employment prospects increasingly at risk.

Skill gaps are categorically considered the biggest barrier to business transformation by Future of Jobs Survey respondents, with 63% of employers identifying them as a major barrier over the 2025-2030 period. Accordingly, 85% of employers surveyed plan to prioritize upskilling their workforce, with 70% of employers expecting to hire staff with new skills, 40% planning to reduce staff as their skills become less relevant, and 50% planning to transition staff from declining to growing roles.

Supporting employee health and well-being is expected to be a top focus for talent attraction, with 64% of employers surveyed identifying it as a key strategy to increase talent availability. Effective reskilling and upskilling initiatives, along with improving talent progression and promotion, are also seen as holding high potential for talent attraction. Funding for - and provision of - reskilling and upskilling are seen as the two most welcomed public policies to boost talent availability.

The Future of Jobs Survey also finds that adoption of diversity, equity and inclusion initiatives remains on the rise. The potential for expanding talent availability by tapping into diverse talent pools is highlighted by four times more employers (47%) than two years ago (10%). Diversity, equity and inclusion initiatives have become more prevalent, with 83% of employers reporting such an initiative in place, compared to 67% in 2023. Such initiatives are particularly popular for companies headquartered in North America, with a 96% uptake rate, and for employers with over 50,000 employees (95%).

By 2030, just over half of employers (52%) anticipate allocating a greater share of their revenue to wages, with only 8% expecting this share to decline. Wage strategies are driven primarily by goals of aligning wages with workers' productivity and performance and competing for retaining talent and skills. Finally, half of employers plan to re-orient their business in response to AI, two-thirds plan to hire talent with specific AI skills, while 40% anticipate reducing their workforce where AI can automate tasks.

Part I: The Future of Jobs 2025

Introduction: The global labour market landscape in 2025

The year 2025 unfolds amid ongoing transformations in global labour markets. Since the COVID-19 pandemic, rising cost of living, geopolitical conflicts, the climate emergency and economic downturns have added further turbulence to technology-driven global employment changes. While the global economic outlook appears to be stabilizing, it does so amid weaker global growth projections of 3.2% for 2025.[1] Global inflation appears to have eased and is now projected to reach 3.5% by the end of 2025 – below the average global rate of the first two decades of the 21st century. However, living costs remain elevated around the world.

Aided by a stabilizing economic outlook and easing inflation, the global unemployment rate, at 4.9%,[2] stands at the lowest level since 1991. However, this headline figure hides a range of disparities. While middle-income countries are experiencing reductions in unemployment, low-income countries have seen an increase, from 5.1% in 2022 to 5.3% by 2024.

Reductions in unemployment have also lagged for women. Since 2020, when the global unemployment rate peaked for both sexes at 6.6%, the rate for men has declined to 4.8%, while the rate for women remains elevated at 5.2%. This trend is driven mainly by lower-middle income countries, where the female unemployment rate (of 5.5%) is 1.1% higher than the male equivalent. High-income countries have an unemployment rate gender disparity of 0.4%; however, this disparity has existed for over a decade – rather than opening up during the post-COVID recovery. For low-income and upper-middle income countries, male and female unemployment rates remain even.

Youth unemployment rates tell another story of labour-market health. While the global youth unemployment rate has tracked the total global unemployment rate, it remains elevated at 13%. Assessing rates of youth not in employment education or training (NEETs) highlights disparities between economies at different national income levels. While the global NEET rate remains flat at 21.7%, it stands at just 10.1% for high-income economies, rising to 17.3% for upper-middle income ones. The rate then jumps to 25.9% for lower-middle income economies and 27.6% for low-income ones.

The jobs gap – a measure by the International Labour Organization (ILO) to incorporate a broader understanding of unemployment and underemployment – adds additional nuance to our understanding of the labour-market situation. Similarly to global headline unemployment, the jobs gap has been decreasing and stood at a need for 402 million additional jobs in 2024. While most of the world has experienced this downward trend, low-income economies saw their jobs gap increase by 0.4 percentage points compared to pre-pandemic levels. Lower-middle income economies saw the largest reduction in the jobs gap (by 2 percentage points compared to 2019 levels). Across all country income groups, the jobs gap for women is higher than that for men, but gender differences are most pronounced in low-income and especially lower-income economies, where the jobs gap for women surpasses that of men by 7.5 percentage points.

The global labour-force participation rate has rebounded after a drop during the pandemic and now stands at similar levels to 2019 for all income groups except lower-middle income economies. In lower-income economies the labour-force participation rate has spiked beyond the levels seen in 2019. This is noteworthy considering lower-middle income economies – who make up around 40% of the global population – will drive the bulk of working-age population growth in the coming years and decades. The combination of growing working-age populations and labour-force participation rates emphasizes the importance of job creation in these economies.

Against the backdrop of this current labour-market landscape, the *Future of Jobs Report 2025* analyses how organizations expect the labour market to evolve over the next five years until 2030. Like previous editions of the report, this analysis is based on the World Economic Forum's Future of Jobs Survey, conducted in late 2024, which brings together the perspectives of more than 1,000 global employers, collectively employing more than 14.1 million workers across 22 industry clusters and 55 economies. The survey highlights how macrotrends and technology will influence industry transformation and employment, the jobs and skills outlook over the next five years and the corresponding workforce transformation strategies companies plan to use to address these issues.

The report begins by outlining five macrotrends impacting the labour market – technological change, the green transition, geoeconomic fragmentation, economic uncertainty and demographic shifts. In Chapter 2, the report discusses how organizations expect jobs to evolve, including which jobs are predicted to grow and decline fastest, and the trends driving these changes. Chapter 3 looks at projected changes to the skills needed in the labour market, before Chapter 4 analyses the workforce practices that employers plan to adopt in their organizations. Finally, Chapter 5 provides insights for the nine regions, 55 economies, and 22 industry clusters that meet the report's statistical thresholds for standalone analysis. The appendix provides a detailed overview of the report's survey and analysis methodology.

In addition, the *Future of Jobs Report 2025* features a comprehensive set of Region, Economy and Industry Profiles. User guides are provided for each of these profiles to support their use as practical, standalone tools.

1 Drivers of labour-market transformation

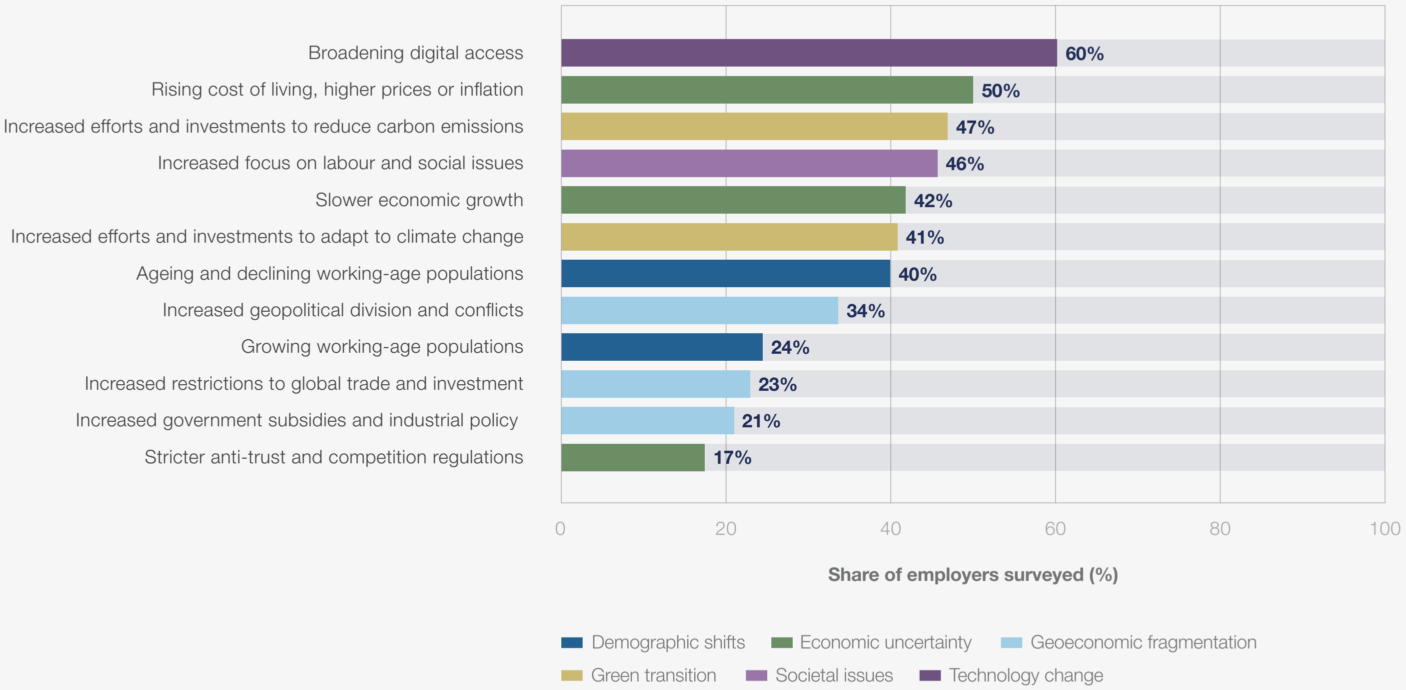
Technological developments, the green transition, macroeconomic and geoeconomic shifts, and demographic changes are driving transformation in the global labour market, reshaping both jobs and required skills. This chapter provides a picture of how companies expect these macrotrends to drive industry transformation by 2030.

1.1 Expected impact of macrotrends on business transformation

FIGURE 1.1

Macrotrends driving business transformation

Share of employers surveyed that identify the stated trend as likely to drive business transformation.



Source

World Economic Forum, Future of Jobs Survey 2024.

Technological change

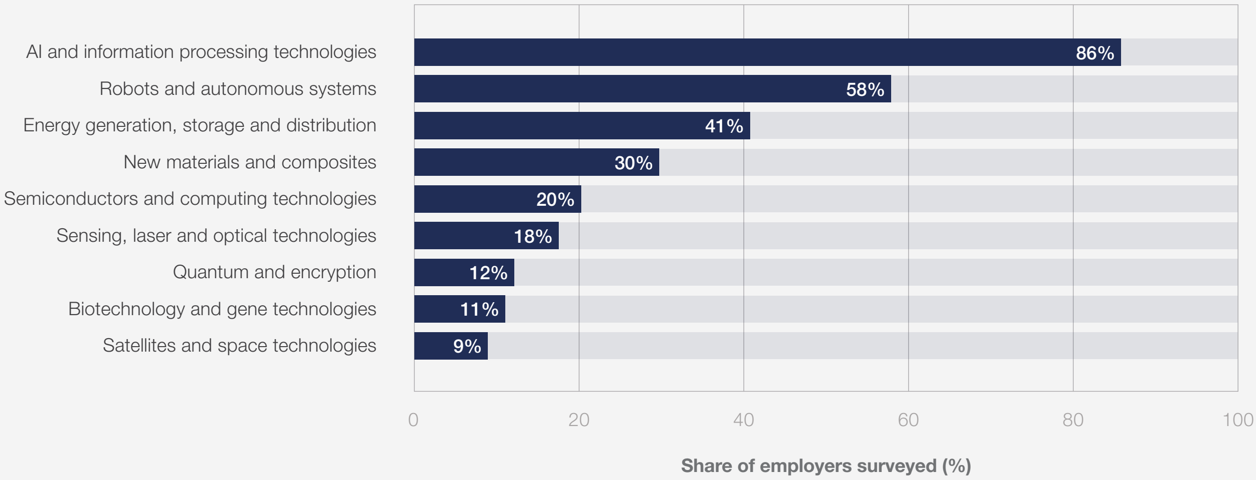
More employers – 60% – expect broadening digital access to transform their business than any other trend, with similar proportions of employers across all regions selecting this trend. This growing digital access is a critical enabler for new technologies to transform labour markets (Figure 1.1).

The Future of Jobs Survey asked employers how advances in nine key technologies are transforming their business. Of the nine technologies, three stand out as being expected to have the greatest impact. Robots and autonomous systems are expected to transform 58% of employers' businesses, while energy generation and storage technologies are expected to transform 41%. But it is artificial intelligence (AI) and information processing technologies that are expected to have the biggest impact – with 86% of respondents expecting these technologies to transform their business by 2030 (Figure 1.2).

FIGURE 1.2

Technology trends driving business transformation, 2025-2030

Share of employers surveyed that identify the stated technology trend as likely to drive business transformation



Source

World Economic Forum, Future of Jobs Survey 2024.

Generative AI (GenAI), in particular, has witnessed a rapid surge in both investment and adoption across various sectors. Since the release of Chat GPT in November 2022, investment flows into AI have increased nearly eightfold.[3] This influx of capital has been accompanied by investment in the physical infrastructure needed to support these emerging technologies, including servers and energy generation plants. By leveraging natural language processing technology, GenAI enables users to interact with it as though they were conversing with a human, considerably reducing barriers to usage and the need for specialized technical knowledge.[4] Accordingly, the demand for GenAI skills by both businesses and individuals has also grown significantly (Box B1.1).

Although more generalized adoption of AI applications remains comparatively low, with only a small fraction of firms using it in 2023, adoption is growing rapidly, albeit unevenly across sectors. The information technology sector is leading the way in AI adoption, while industries such as construction are lagging behind.[5] This disparity mirrors broader trends, with advanced and middle-income economies experiencing unprecedented diffusion of generative AI technologies among individual users, while low-income economies remain largely on the margins, with currently minimal use of this technology.[6]

While the full extent of long-term productivity gains from the technology remains uncertain, workplace studies have identified various initial ways for generative AI to enhance human skills and performance. Some of these studies have highlighted ways for generative AI to enhance human core skills, or to substitute for tacit knowledge among newer or average performing workers.[7,8] Other studies have shown generative AI can enhance knowledge work if applied appropriately within its capability, but risks producing adverse outcomes where users unknowingly stretch it beyond its capability.[9]

Looking further ahead, some observers argue generative AI could empower less specialized employees to perform a greater range of "expert" tasks – expanding the possible functions of roles such as Accounting Clerks, Nurses, and Teaching Assistants.[10] Similarly, the technology could equip skilled professionals such as Electricians, Doctors or Engineers with the world's forefront knowledge – enabling them to solve complex problems more efficiently.[11] Outcomes such as these – which create genuine shifts in the quantity or quality of output – are more likely to come about if technology development is focused on enhancing rather than substituting for human capabilities.[12] However, without appropriate decision-making frameworks, economic incentive structures and, possibly, government regulations, there remains a risk that technological development will be focused on replacing human work, which could increase inequality and unemployment.

While currently seen as less transformative than GenAI, robots and autonomous systems have seen steady growth of around 5-7% annually since 2020.[13] In 2023, global average robot density reached 162 units per 10,000 employees, double the number measured seven years ago.[14] Currently robot installations are heavily concentrated, with 80% of installations occurring in China, Japan, United States, the Republic of Korea, and Germany.[15] This is partially reflected in Future of Jobs Survey data, which shows significant expectations for the transformative impact of these technologies in these five countries (more than 60% of respondents in each); but much lower expectations among employers headquartered in Sub-Saharan Africa (39%), Central Asia (45%) and the Middle East and North Africa (44%).

BOX 1.1

Demand for generative AI skills

In collaboration with Coursera

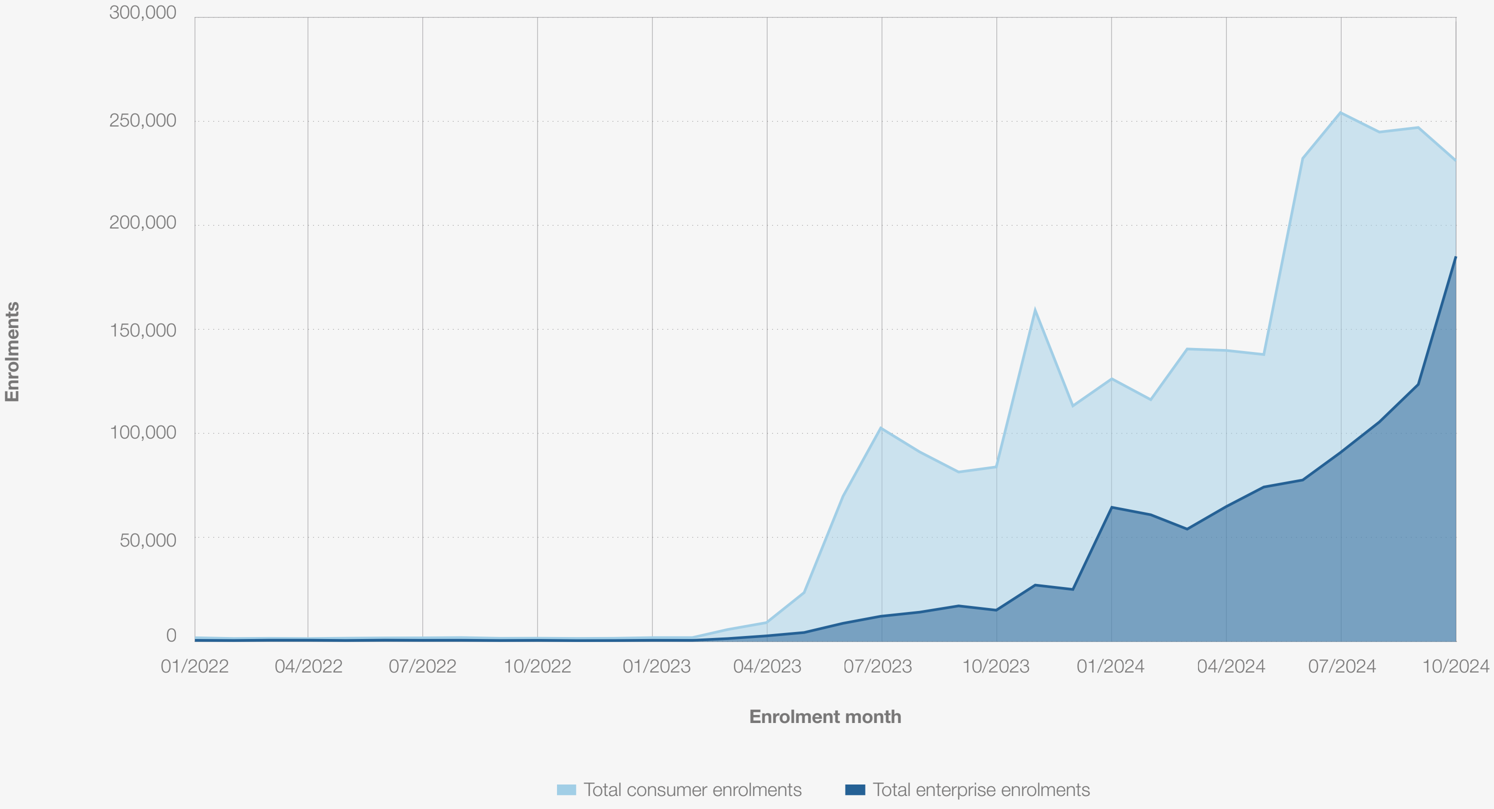
Coursera data generated for the *Future of Jobs Report 2025* reveals significant growth in demand for Generative AI training among both individual learners and enterprises (Figure B1.1). Demand for AI skills has accelerated globally, with India and the United States leading in enrolment numbers. However, the drivers of demand differ. In the United States demand is primarily driven by individual users, whereas in India, corporate sponsorship plays a significant role in boosting GenAI training uptake.

Globally, individual learners on Coursera have focused on foundational GenAI skills and conceptual topics, such as prompt engineering, trustworthy AI practices, and strategic decision-making around AI. Institution-sponsored learners, on the other hand, emphasize practical applications within the workplace, including leveraging AI tools to enhance efficiency in Excel or leveraging the technology to develop applications. These trends reflect a tailored approach to GenAI learning, where individuals focus on foundational knowledge-building while organizations prioritize training that delivers immediate workplace productivity gains.

FIGURE B1.1

Demand for generative AI skills

Generative AI enrolment trend 2022-2024.



Source

Coursera analysis.

Economic uncertainty

As of early 2025, the global economic outlook appears to be shaped by a combination of cautious optimism and persistent uncertainties. According to the World Economic Forum's September 2024 Chief Economists Outlook,[16] while there are signs of improving global conditions, vulnerabilities persist. Most surveyed chief economists (54%) expect economic conditions to hold steady in the short term. However, among those anticipating change, more expect conditions to worsen rather than strengthen.

The 2024 economic performance was marked by a global decrease in inflation and an unusually resilient economy throughout the disinflationary process. While easing inflation and looser monetary policy offer some optimism, slow growth and political volatility keep many countries at risk of economic shocks. The International Monetary Fund (IMF) projects growth to hold steady at 3.2 percent in 2025, despite sizable downward growth revisions in a few economies, particularly low-income developing ones.[17]

Despite this comparatively steady outlook, price pressures persist in many economies. Inflation remains particularly high in services – at almost twice pre-pandemic levels – and is especially persistent in low-income countries. Low-income countries are disproportionately affected by rising inflationary pressures because of elevated food prices due to supply disruptions influenced by climate shocks, regional conflicts and geopolitical tensions.[18]

Against this backdrop, companies expect economic pressures to be among the most transformative drivers. Figure 1.1 shows rising cost of living remains a top concern, with half of all surveyed employers expecting it to drive transformation, making it the second-most influential trend. Slower economic growth is also a major concern, with 42% of respondents expecting it to impact their operations.

Views on the impact of inflation and economic growth notably vary across regions. For example, in Sub-Saharan Africa, six in 10 respondents cite inflation as a key factor, whereas in Eastern and South-Eastern Asia, slower economic growth is seen as the more important issue.

Finally, stricter anti-trust and competition regulations, though a lower priority overall, are expected to impact one in six employers globally

Geoeconomic fragmentation

Intensifying geoeconomic tensions threaten trade and supply chains, with lower-income economies particularly vulnerable, given that essential goods like food and energy comprise a larger share of household expenditures in these countries.[19] Globally, governments are responding to geoeconomic challenges by imposing trade and investment restrictions, increasing subsidies, and adjusting industrial policies. The World Trade Organization (WTO) reports that trade restrictions doubled between 2020 and 2024, with the value of import restrictions reaching nearly 10% of global imports in 2024.[20] These increasing protectionist measures may pose a medium-term risk to global economic growth, as they reduce opportunities for open innovation and technology transfer – factors that historically fuelled growth in emerging economies during periods of globalization.[21]

This shift toward geoeconomic fragmentation carries substantial macroeconomic implications, with the IMF estimating potential global output losses from trade fragmentation ranging from 0.2% to 7% of GDP, and losses deepening in scenarios of technological decoupling.[22] Emerging and developing economies are particularly vulnerable to such disruptions. For example, Sub-Saharan Africa could see long-term welfare losses of approximately 4% of GDP due to declining global integration.[23]

The Future of Jobs Survey reveals that around one-third (34%) of surveyed employers see heightened geopolitical tensions and conflicts as a key driver of organizational transformation. Meanwhile just over one-fifth of surveyed organizations identify increased restrictions on trade and investment (23%), as well as subsidies and industrial policies (21%), as factors reshaping their operations.

Geoeconomic concerns vary by economy. Employers in Eastern Asia and Northern America identify rising geoeconomic fragmentation as a key driver shaping labour markets, with nearly half of surveyed employers in these regions citing this trend. These regions also show significant concern about restrictions on global trade and investment, though to a lesser extent than in the Middle East and North Africa. Economies with comparatively high trade volumes with the United States, China, or both – such as Singapore (64%) and the Republic of Korea (71%) – tend to expect greater transformation from each of these geoeconomic trends, as shown in Figure 1.3 below.

FIGURE 1.3

Geoeconomic trends, by economy

Share of employers surveyed that expect the stated geoeconomic trend to transform their business.

Source

World Economic Forum, Future of Jobs Survey 2024.

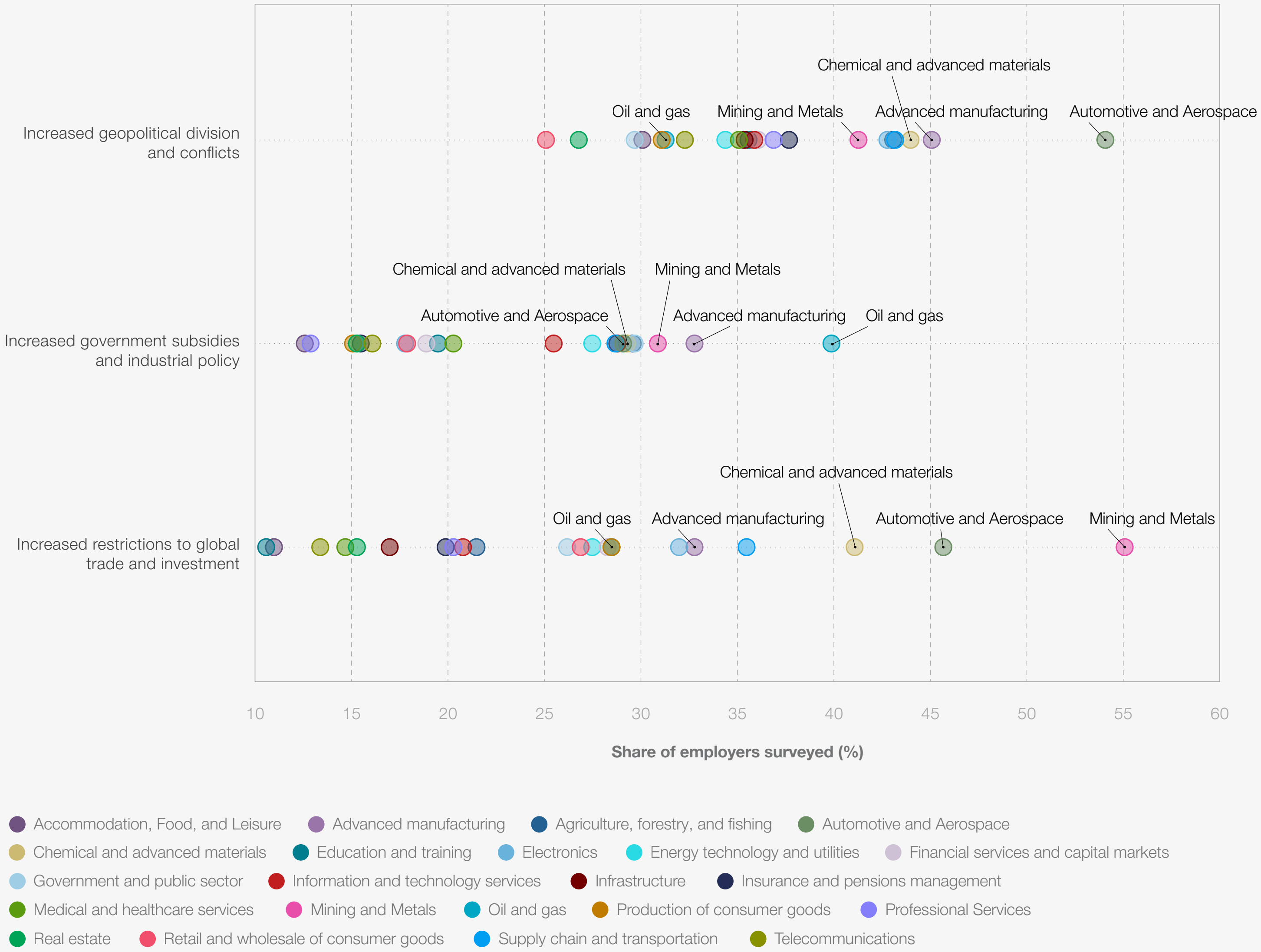
On an industry level, as shown in Figure 1.4, sectors with a high degree of dependence on global supply chains, such as Automotive and Aerospace (46%), and Mining and Metals (55%), expect industry transformation driven by trade restrictions. By contrast, industries with less exposure to global markets, such as Education, are less focused on this trend, with fewer than 14% of surveyed employers seeing trade restrictions as disruptive. Mining and Metals, Advanced Manufacturing, and Oil and Gas anticipate industry transformation stemming from increased government subsidies and industrial policies, with, respectively, 31%, 33%, and 40% of employers across these industries citing these factors; whereas more domestic-focused sectors such as Accommodation, Food, and Leisure expect minimal impact from such policies.

The broader implications of geoeconomic fragmentation extend beyond individual business strategies to long-term economic stability and growth, and limit multilateral cooperation on critical issues such as climate change and pandemic preparedness.[24]

FIGURE 1.4

Geoeconomic trends, by industry cluster

Share of employers surveyed that expect the stated geoeconomic trend to transform their business.



Source

World Economic Forum, Future of Jobs Survey 2024.

Green transition

Despite an increasingly complex outlook for global climate negotiations, the green transition remains a priority for many organizations globally. Nearly half of surveyed employers (47%) anticipate the ramping up of efforts and investments to reduce carbon emissions as a key driver for organizational transformation. Similarly, 41% expect that increased efforts and investments to adapt to climate change will drive significant organizational changes. These two trends rank 3rd and 6th, respectively, among the drivers of business transformation identified by the Future of Jobs Survey. These priorities have enabled green jobs to demonstrate resilience in recent years, with hiring rates in green sectors remaining relatively stable even throughout the pandemic-related disruptions of 2020.[25]

The Future of Jobs Survey finds that the industrial sector – encompassing industries such as Automotive and Aerospace, and Mining and Metals – anticipates significant organizational transformation as companies ramp up efforts to decarbonize: 71% of employers in the Automotive and Aerospace industry and 69% of those in the Mining and Metals industry expect carbon emissions reductions to transform their organizations. Given the carbon-intensive nature of these industries,[26] decarbonization will significantly transform these industries and their workforces, with workers requiring upskilling and reskilling to transition to alternative jobs.

A similar picture emerges across regions. For example, in South-Eastern Asia, 72% of employers expect climate mitigation efforts to transform their organizations by 2030, while over half expect climate adaptation to do so. By contrast, in Central Asia, only 19% of respondents see climate trends as relevant to their business activities.

As countries seek to meet climate goals, questions arise regarding whether their workforces are equipped with the necessary skills to meet the demands of a net-zero future. The shift toward sustainable practices will require specialized expertise which will incur transition costs, particularly for those working in production occupations such as assemblers and fabricators.[27] Despite a global 12% increase in workers acquiring green skills between 2022 and 2023, demand continues to outpace supply, with the number of job postings requiring at least one green skill rising by nearly 22% over the same period. To fully capitalize on opportunities created by the green transition and harness them in a way that is fair and inclusive, prioritizing green skilling is essential.

Demographic shifts

The world is currently experiencing two fundamental demographic shifts: an aging and declining working-age population predominantly in higher-income economies, due to declining birth rates and longer life expectancy, and a growing working-age population in many lower-income economies, where younger populations are progressively entering the labour market. In higher-income nations, aging populations are increasing dependency ratios, potentially putting greater pressure on a smaller pool of working-age individuals and raising concerns about long-term labour availability. In contrast, lower-income economies may benefit from a demographic dividend.

These demographic shifts have a direct impact on global labour supply: currently balanced between lower-income (49%) and higher-income (51%) working-age populations, this distribution is expected to shift by 2050, with lower-income countries projected to hold 59% of the global working-age population.[29] Geographies with a demographic dividend, such as India and Sub-Saharan African nations, will supply nearly two-thirds of new workforce entrants in the coming years.[30]

Findings from the Future of Jobs Survey indicate that for 40% of employers worldwide, aging and declining working-age populations are driving transformation, while 25% are being transformed by growing working-age populations. Many high-income economies experience the combined effects of both trends. Certain countries, including Australia, Germany and Japan, experience more significant effects from declining working-age populations. While few companies operating in Sub-Saharan African countries expect to see transformation due to aging and declining working age populations, their expectations regarding the impact of growing working-age populations are also relatively tempered, illustrating relatively greater concern with other macrotrends (Figure 1.5).

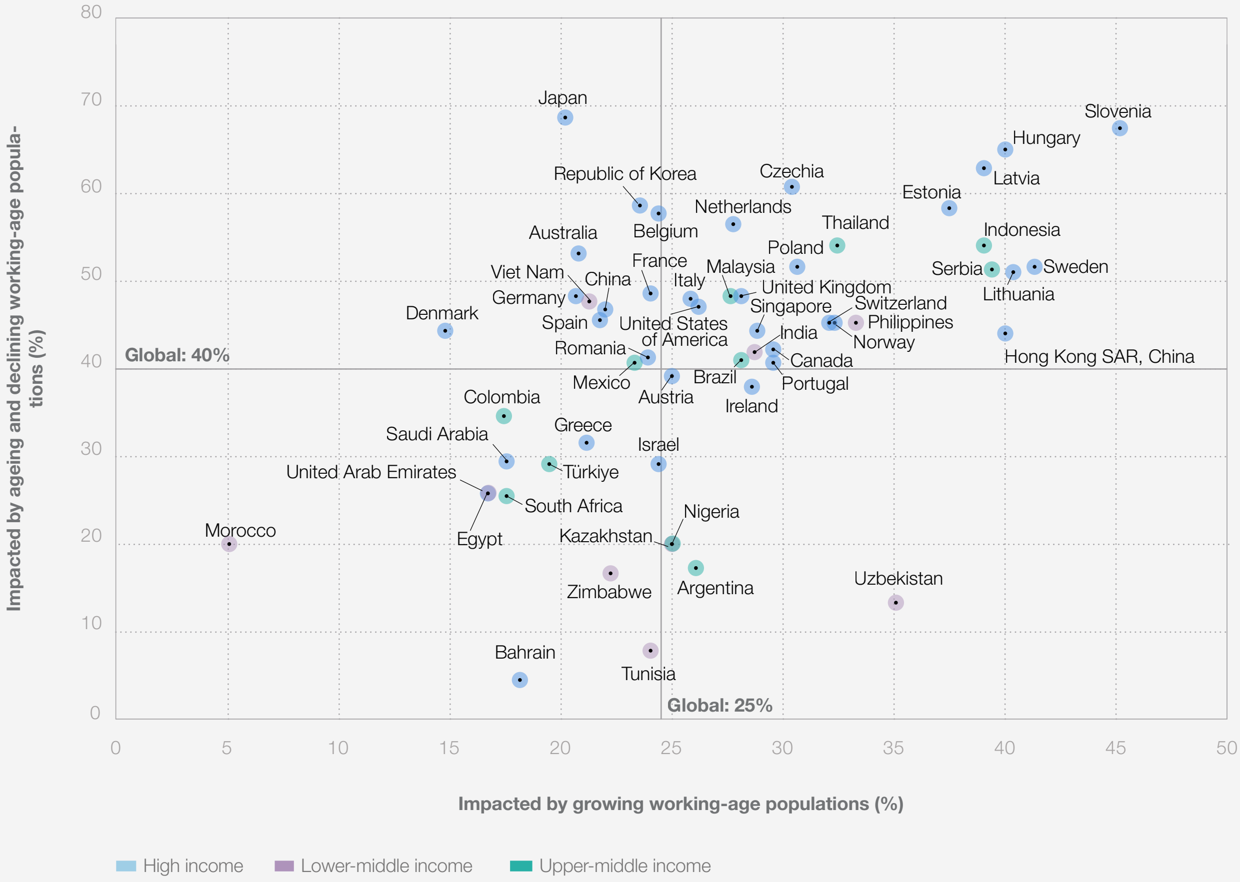
Compared to global averages, employers facing the effects of aging population are more pessimistic about talent availability and expect facing bigger challenges in attracting industry talent. More encouragingly, with a shrinking labour pool, many of these companies (60%) increasingly prioritize transitioning current employees into growing roles as a key workforce strategy. Some observers have also predicted that aging high-income economies with shrinking labour forces might increasingly look to deeper automation to counterbalance some of these demographic trends.[31] For example, the Future of Jobs Survey finds that employers expecting to be impacted by aging populations are more likely to accelerate process automation (79% versus 73% globally) and advance workforce augmentation (67% versus 63% globally) in the next five years.

Conversely, many economies' actual ability to leverage demographic dividends will depend on their accompanying success, or otherwise, in inclusive job creation. According to the World Bank, over the next 10 years, an unprecedented 1.2 billion young people in emerging economies will become working-age adults, while the job market in these economies is only expected to create 420 million additional jobs – risking leaving nearly 800 million young people in economic uncertainty.[32] Encouragingly, employers responding to the Future of Jobs Survey that identify growing working-age populations as a driver of transformation plan to prioritize reskilling and upskilling, with 92% indicating they will be focusing on these strategies by 2030.

FIGURE 1.5

Dual impact of declining and growing labour forces, by economy and income group, 2025-2030

Share of surveyed employers impacted by growing working-age populations and share of surveyed employers impacted by ageing and declining working-age populations.



Source

World Economic Forum, Future of Jobs Survey 2024.

2 Jobs outlook

Technological change, the green transition, economic uncertainty, geoeconomic fragmentation and demographic shifts are reshaping the labour market. This chapter analyses how employers expect various kinds of jobs to grow and decline in response to these macrotrends and assesses the role of each of these trends in contributing to labour-market transformation.

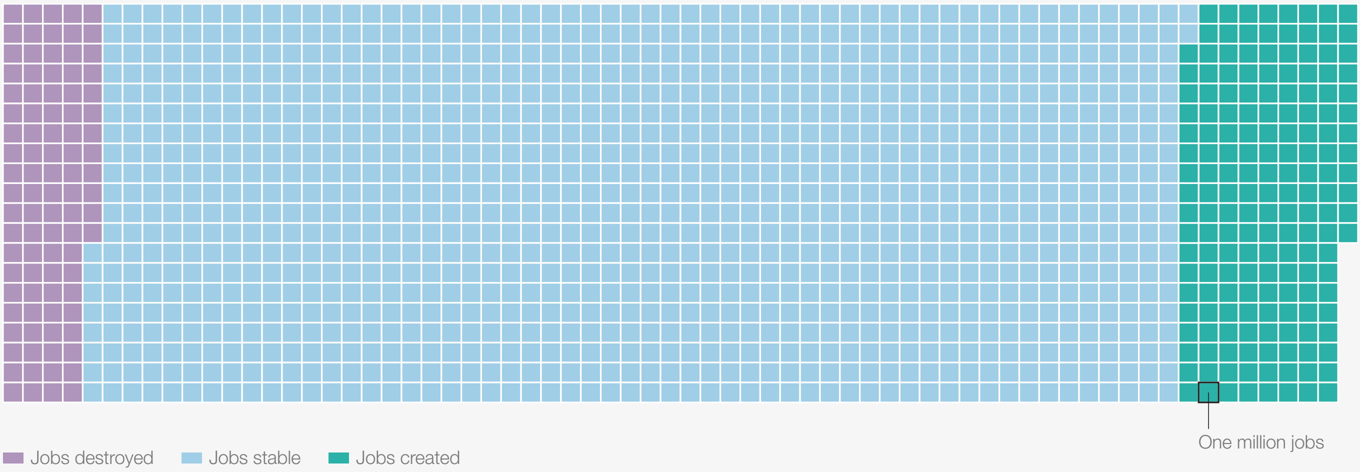
2.1 Total job growth and loss

By combining respondents' job growth and decline expectations with hard data on global employment collected by the ILO, the *Future of Jobs Report 2025* estimates that, by 2030, on current predictions, new job creation and job displacement due to macrotrends will represent a combined total of 22% of today's total (formal) jobs. Specifically, macrotrend-driven creation of new jobs is estimated to amount to 170 million jobs, equivalent to 14% of today's total employment. This growth is expected to be offset by the displacement of 92 million current jobs, or 8% of total employment, resulting in a net growth of 78 million jobs (7% of today's total employment) by 2030, Figure 2.1 illustrates the total number of jobs expected to be created and displaced due to labour-market transformation relative to total employment today.

FIGURE 2.1

Global employment change by 2030

In the next five years, 170 million jobs are projected to be created and 92 million jobs to be displaced, constituting a structural labour market churn of 22% of the 1.2 billion formal jobs in the dataset being studied. This amounts to a net employment increase of 7%, or 78 million jobs.



Source

World Economic Forum, Future of Jobs Survey 2024; International Labour Organization, *ILOSTAT.*

Note

Please refer to the Appendix for the methodology.

Growing and declining jobs

The Future of Jobs Survey gathered insights from employers on job roles expected to grow, decline or remain stable within their organizations over the next five years. Respondents were then asked to identify the macrotrends and technological advancements driving job growth and decline in their organizations.

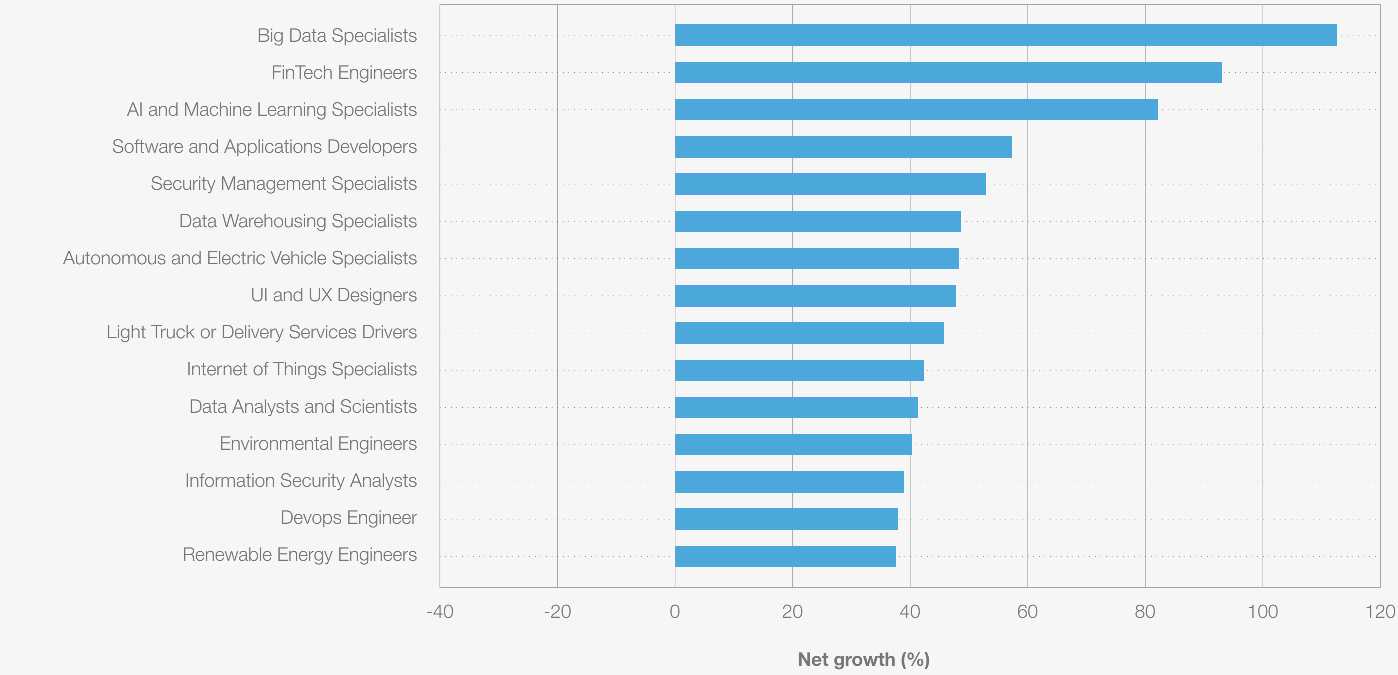
According to the surveyed executives, the fastest-growing job roles by 2030, in percentage terms, tend to be driven by technological developments, such as advancements in AI and robotics and increasing digital access (See section 2.2). Leading the fastest growing jobs list are roles such as Big Data Specialist, FinTech Engineers, AI and Machine Learning Specialists and Software and Applications Developers (Figure 2.2).

FIGURE 2.2

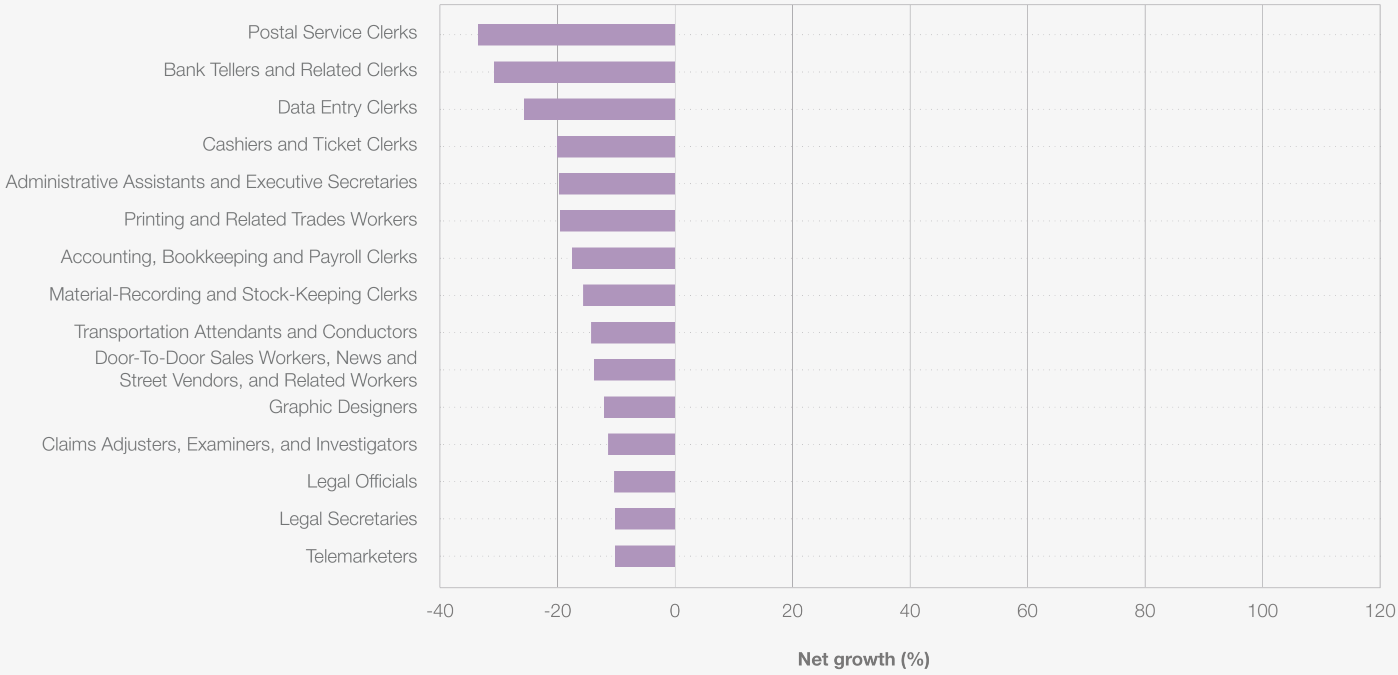
Fastest-growing and fastest-declining jobs, 2025-2030

Top jobs by fastest net growth and net decline, projected by surveyed employers

Top fastest growing jobs



Top fastest declining jobs



Source

World Economic Forum, Future of Jobs Survey 2024.

While technology trends partly contribute to the growth of security-related roles such as Security Management Specialists, which ranks among the top five fastest-growing roles, increased geopolitical fragmentation contributes in large part to the growth of this role. Driven by the same combination of technology and geoeconomic trends, another security-related role, Information Security Analysts, also appears among the top 15.

Green and energy-transition roles, including Autonomous and Electric Vehicle Specialists, Environmental Engineers, and Renewable Energy Engineers, also feature within the top 15 fastest-growing roles. The growth of these roles is driven by increased efforts and investments to reduce carbon emissions and adapt to climate change. The growing adoption of energy generation, storage and distribution technologies, alongside other technology trends, are additional contributing factors.

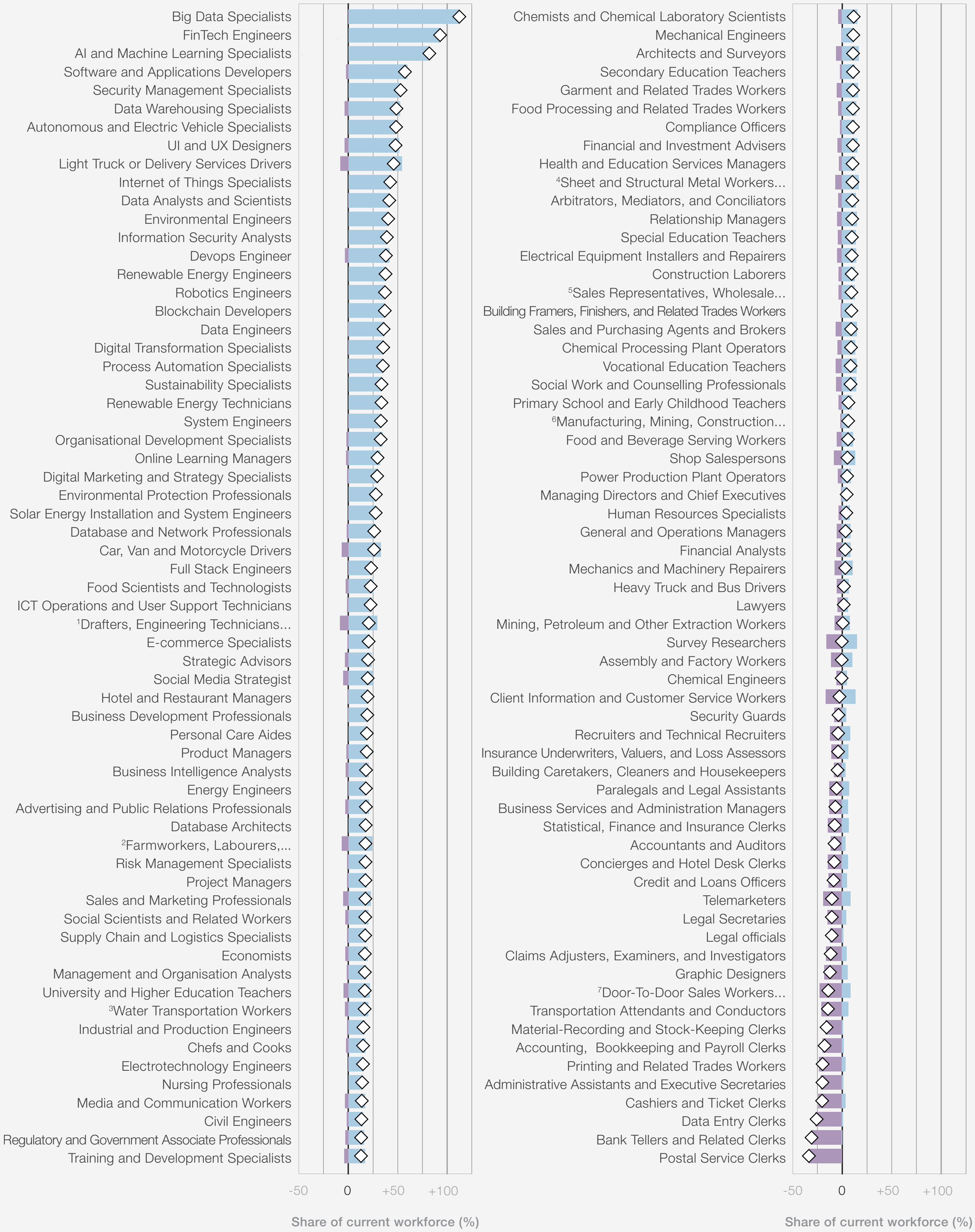
By contrast, respondents expect the fastest-declining roles to include various clerical roles, such as Cashiers and Ticket Clerks, alongside Administrative Assistants and Executive Secretaries, Printing Workers, and Accountants and Auditors. Broadening digital access, AI and information processing technologies, and robots and autonomous systems are the primary drivers for this decline. Aging and declining working-age populations and slower economic growth also contribute to the decline in clerical roles.

Figure 2.3 provides the percentage growth and decline, alongside net growth outlook, for all roles featured in the Future of Jobs Survey that meet response thresholds.

FIGURE 2.3

Job growth and decline (%), 2025-2030

Projected job creation (blue) and displacement (purple) between 2025 and 2030, as a percentage of total current employment in the corresponding job role. The projected net growth or decline for each occupation over the next five years (diamonds) is calculated by subtracting total job displacement from total job creation.



🟦 Jobs created 🟪 Jobs displaced ◇ Net growth or decline

Source

World Economic Forum, Future of Jobs Survey 2024.

Note

[1]Drafters, Engineering Technicians, and Mapping Technicians; [2]Farmworkers, Labourers, and Other Agricultural Workers; [3]Water Transportation Workers, including Ship and Marine Cargo Workers, Controllers, and Technicians; [4]Sheet and Structural Metal Workers, Moulders and Welders; [5]Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products; [6]Manufacturing, Mining, Construction, and Distribution Managers; [7]Door-To-Door Sales Workers, News and Street Vendors, and Related Workers

To approximate the total impact of job growth and decline, this report combines the job outlook expectations of surveyed employers with estimates of the total number of workers in the corresponding roles, based on ILO employment data. However, the Future of Jobs data set only provides information on roles for which survey data availability meets a minimum coverage threshold, and corresponds to 1.18 billion workers in total, which is a subset of the ILO's total employment data. The conclusions derived for this subset should not be treated as comprehensive, but rather as providing insights on selected segments of the global workforce.

Figure 2.4 shows the 15 largest net growth and decline job roles in absolute numbers. The highest growth in absolute numbers of jobs is driven by roles that make up the core of many economies.

Farmworkers top the list of the largest growing job roles in the next five years and are expected to see 35 million more jobs by 2030. Green transition trends, including increased efforts and investments to reduce carbon emissions and adapt to climate change, are the driving forces behind this job growth. Broadening digital access and rising cost of living also contribute to the growth of this job role, which currently employs more than 200 million workers worldwide.

Delivery Drivers, Building Construction Workers, Salespersons and Food Processing Workers are also among the largest-growing job types in the next five years. While technology is impacting growth in almost all occupations, demographic trends and economic trends also contribute to the projected net increase in these job roles.

Care jobs, including Nursing Professionals, Social Work and Counselling Professionals, and Personal Care Aides are expected to see significant growth over the next five years, driven by demographic trends, especially aging populations. Increased focus on labour and social issues is also identified as a contributing factor.

Education-related roles such as University and Higher Education Teachers and Secondary Education Teachers are also predicted to be among the biggest job creators in absolute terms over the next five years globally. Broadening digital access and growing working-age populations are the top two contributing drivers of this job growth, while increased focus on labour and social issues is seen as an additional factor.

Additionally, Software and Applications Developers, General and Operations Managers, and Project Managers, are among the job categories driving the most net job growth.

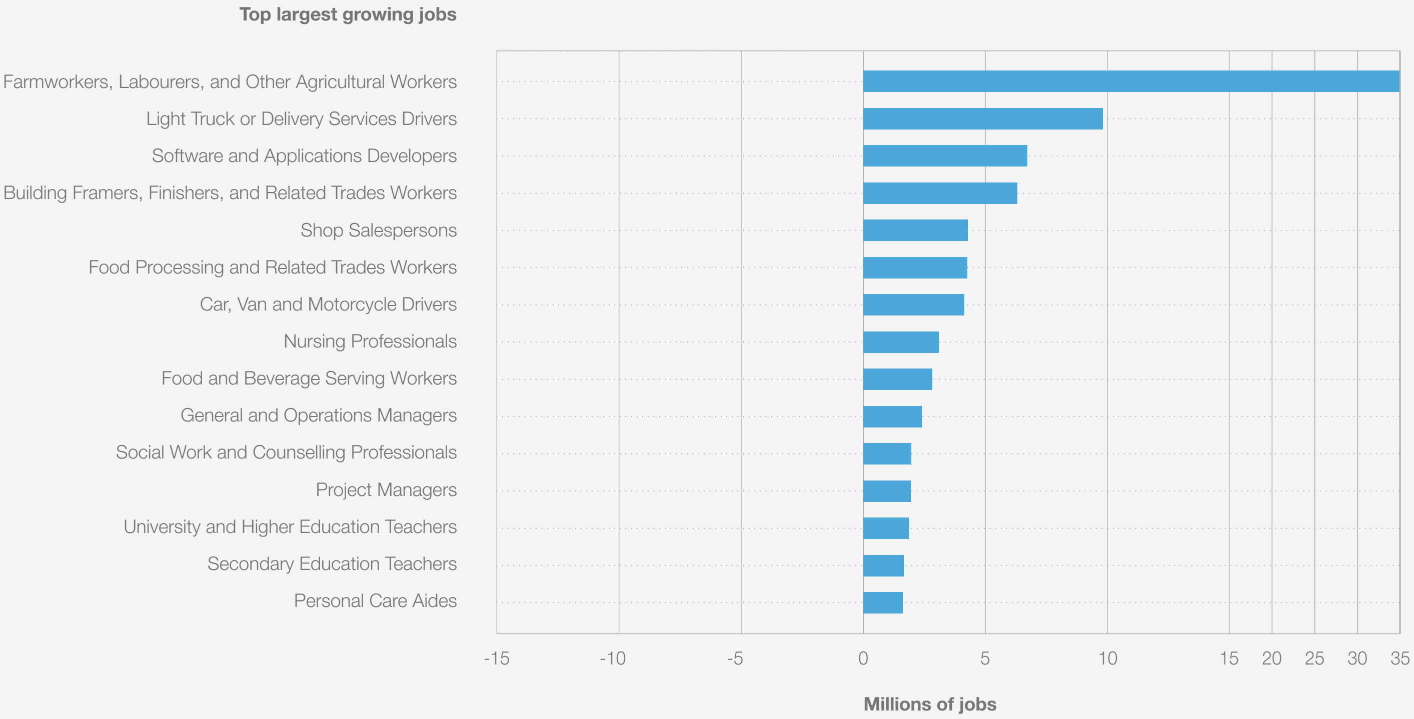
Conversely, in parallel to the fastest-declining job roles, Clerical and Secretarial Workers are among the job categories predicted to see the largest net job decline in absolute terms (Figure 2.5).

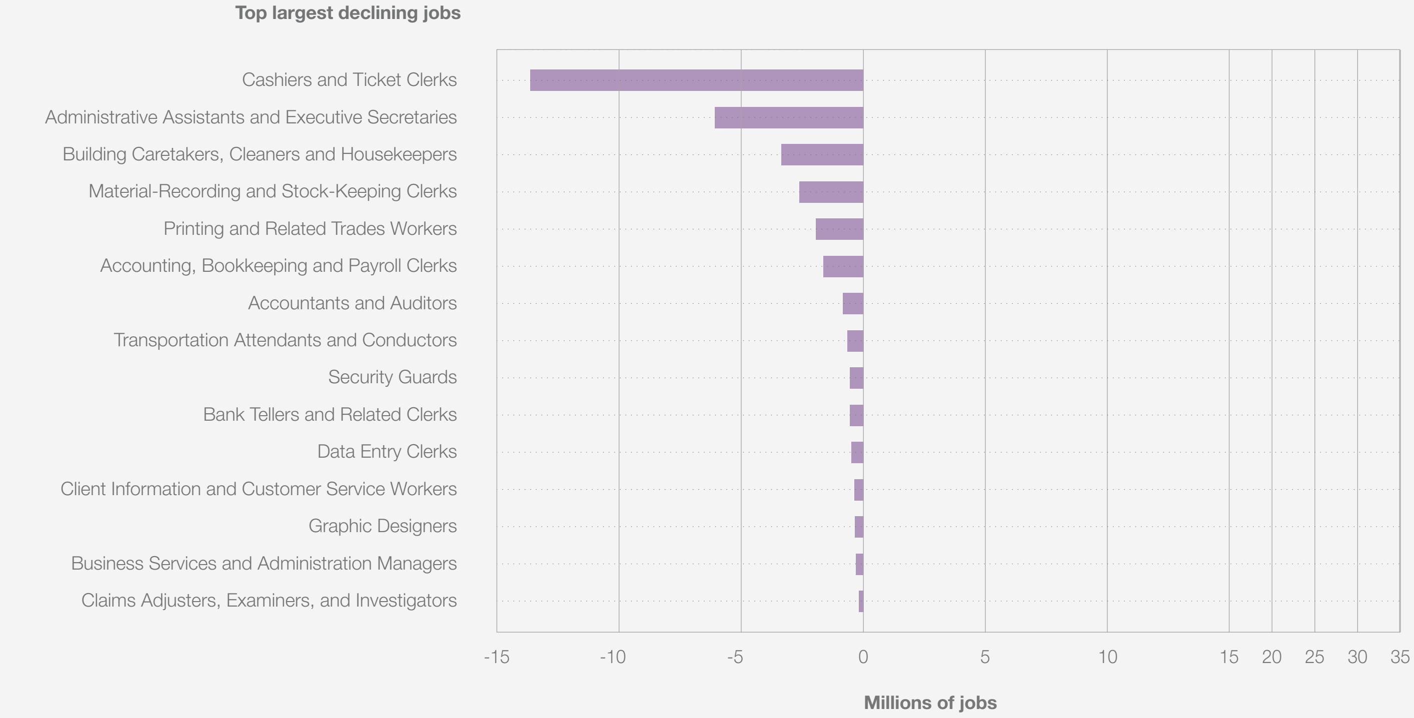
Section 2.2 further analyses the impact of each of the five identified labour-market macrotrends on growing and declining jobs. However, there is also a group of large and growing jobs that are driven by many trends in combination. This includes Building Framers, Finishers, and Related Trades Workers; Light Truck or Delivery Services Drivers; Car, Van and Motorcycle Drivers; General and Operations Managers; and Social Work and Counselling Professionals. For these jobs, it is the broad sweep of transformative forces, rather than one or two specific labour-market drivers, which is generating growth expectations.

FIGURE 2.4

Largest growing and declining jobs, 2025-2030

Top jobs, ordered by largest net job growth and decline, in absolute terms, calculated based on ILO occupation employment statistics and expected net growth reported by employers surveyed.





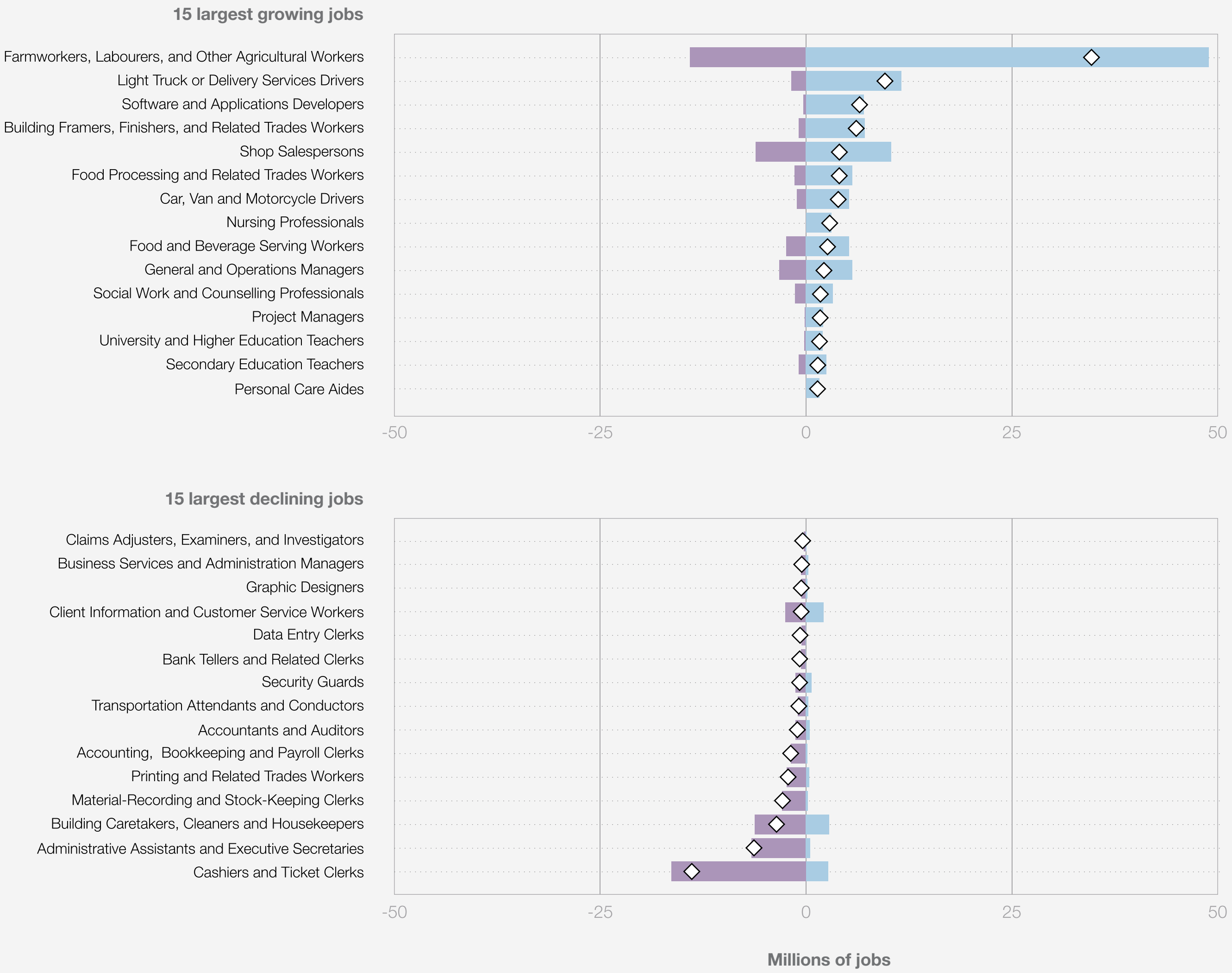
Source

World Economic Forum, Future of Jobs Survey 2024; International Labour Organization, ILOSTAT.

FIGURE 2.5

Job growth and decline (number of employees), 2025-2030

Projected job creation (blue) and displacement (purple) between 2025 and 2030, in absolute number of jobs, estimated by surveyed employers and calculated based on ILO occupational employment statistics. Projected net number of jobs created or displaced for each occupation over the next five years (diamonds) is calculated by subtracting total job displacement from total job creation.



Source

World Economic Forum, Future of Jobs Survey 2024;
International Labour Organization, ILOSTAT.

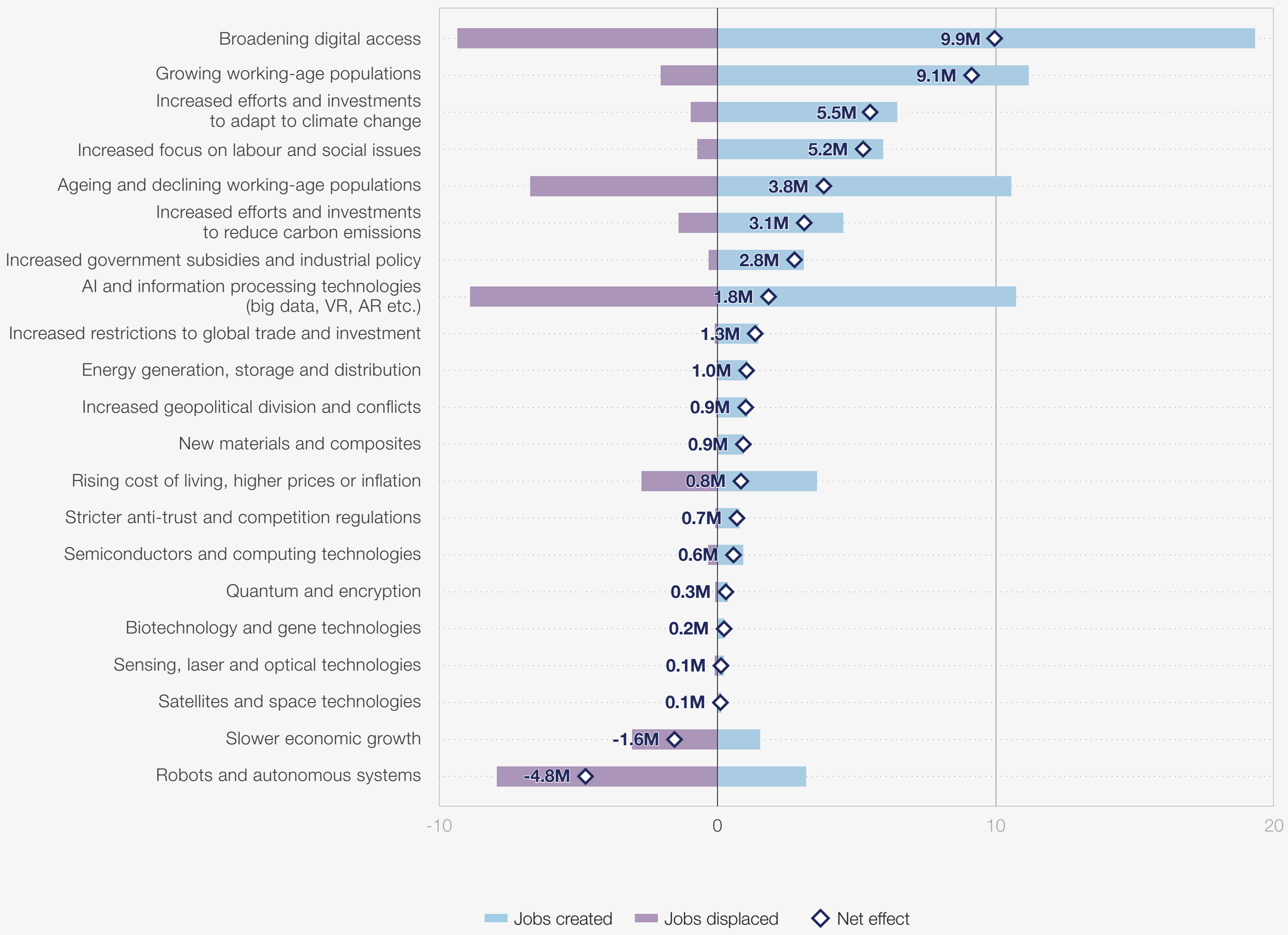
2.2 Expected impact of macrotrends on employment

The remainder of this chapter discusses how Future of Jobs Survey respondents expect each of the five macrotrends driving labour market transformation – technological change, geoeconomic fragmentation, green transition, demographic shifts and economic uncertainty – to influence job growth and decline by 2030 (see Figure 2.6).

FIGURE 2.6

Expected impact of macrotrends and technology trends on jobs, 2025-2030

Projected job creation attributed to each trend (blue) and projected job displacement attributed to each trend (purple) between 2025 and 2030, based on the job growth and decline attribution expectations of surveyed employers and ILO employment figures by occupation. The projected net number of jobs created or destroyed attributed to each trend in the next five years (diamonds) is calculated by subtracting the total number of declining jobs from the total number of growing jobs. The Appendix provides additional details and the data behind this figure.



Source

World Economic Forum, Future of Jobs Survey 2024;
International Labour Organization, ILOSTAT.

Technological change

Technology is predicted to be the most divergent driver of labour-market change, with broadening digital access expected to both create and displace more jobs than any other macrotrend (19 million and 9 million, respectively). Meanwhile, trends in AI and information processing technology are expected to create 11 million jobs, while simultaneously displacing 9 million others, more than any other technology trend. Robotics and autonomous systems are expected to be the largest net job displacer, with a net decline of 5 million jobs.

These three trends – broadening digital access, advancements in AI and information processing, and robotics and autonomous systems technologies – also feature prominently as drivers of the fastest growing and declining jobs. In fact, they are among the top drivers of growth for the 10 fastest-growing jobs: AI and information processing technologies are among the top three drivers of growth for all 10 of these jobs; whereas broadening digital access is a top three driver for nine out of these 10 (all except Autonomous and Electric Vehicle Specialists); and robotics and autonomous systems technologies for seven out of these 10 (all except Security Management Specialists, UI and UX Designers, and Light Truck or Delivery Services Drivers). In addition, of the 10 fastest- and 10 largest-declining roles, only two (Printing and Related Trades Workers, and Building Caretakers, Cleaners and Housekeepers) feature other trends among their top three drivers of job decline.

By contrast, the largest-growth jobs are influenced by a broader range of macrotrends. The three technology-based trends stand out as expected growth drivers only for light truck and delivery services drivers, software and applications developers, and nursing professionals. This projected growth in demand for nursing professionals is also driven by aging and declining working-age populations, further explored in the demographic shifts section of this chapter.

The presence of both Graphic Designers and Legal Secretaries just outside the top 10 fastest-declining job roles, a first-time prediction not seen in previous editions of the *Future of Jobs Report*, may illustrate GenAI's increasing capacity to perform knowledge work. Job decline in both roles is seen as driven by both AI and information processing technologies as well as by broadening digital access. This is a major change from the report's 2023 edition, when Graphic Designers were considered a moderately growing job and Legal Secretaries did not feature in the expected job growth/decline list.

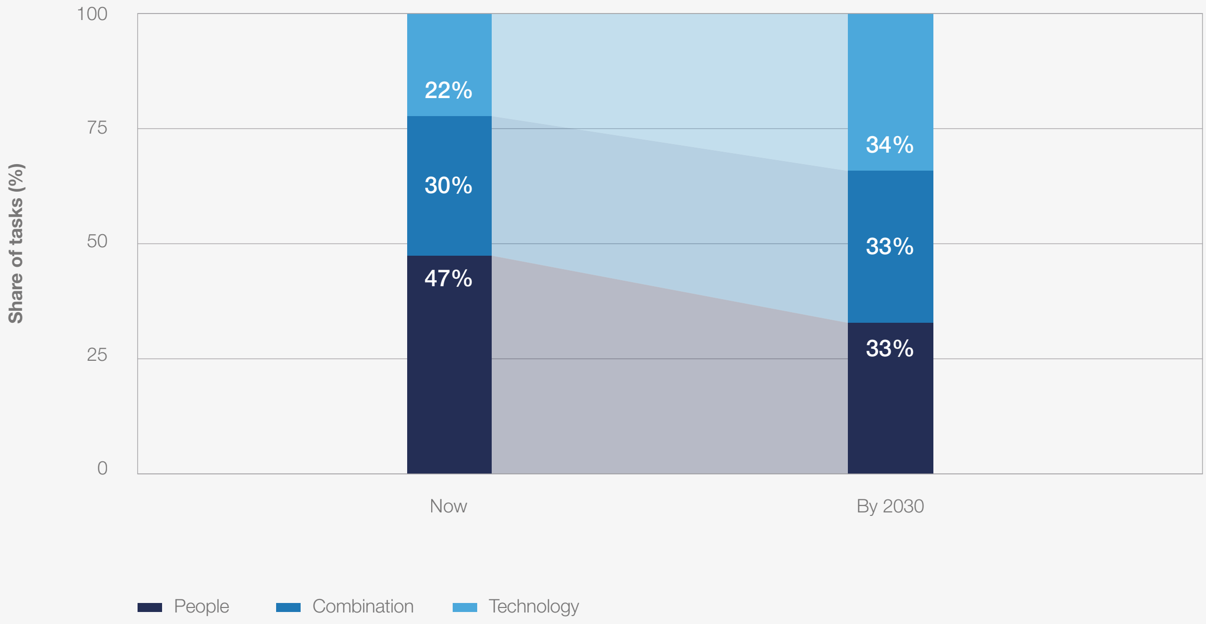
The Shifting human-machine frontier: automation versus augmentation

The interplay between humans, machines and algorithms is redefining job roles across industries. Automation is expected to drive changes in people's ways of working, with the proportional share of tasks performed solely or predominantly by humans expected to decline as technology becomes more versatile. Future of Jobs Survey respondents estimate that, today, 47% of work tasks are performed mainly by humans alone, with 22% performed mainly by technology (machines and algorithms), and 30% completed by a combination of both. By 2030, employers expect these proportions to be nearly evenly split across these three categories/approaches (Figure 2.7).

FIGURE 2.7

The shifting human-machine frontier: automation versus augmentation, 2025-2030

Share of total work tasks expected to be delivered predominantly by human workers, by technology (machines and algorithms), or by a combination of both.



Source

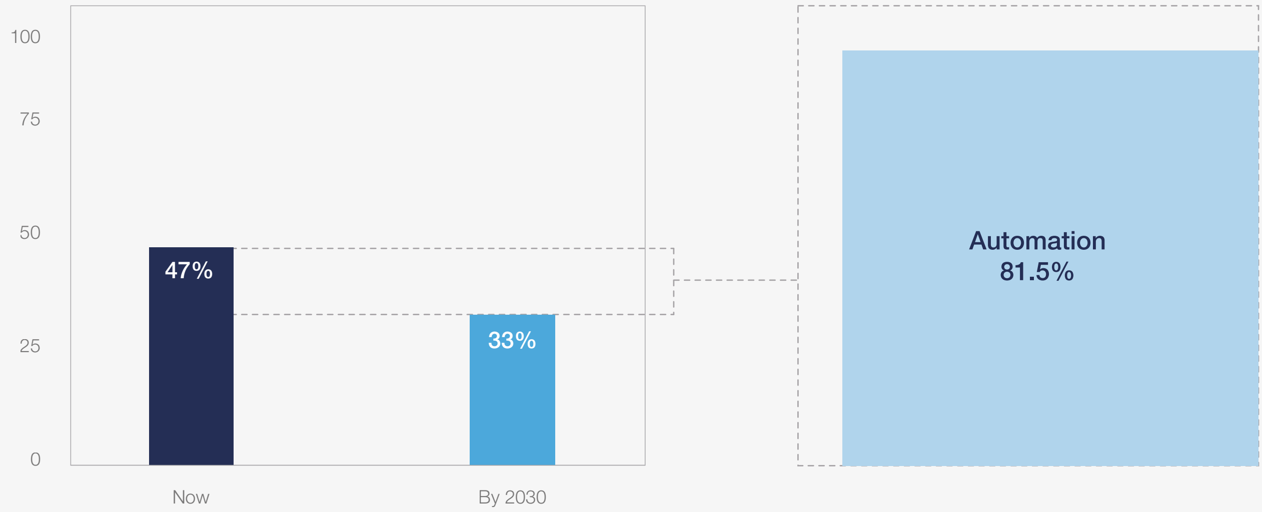
World Economic Forum, Future of Jobs Survey 2024.

Globally, the expected reduction in the proportion of work tasks performed by humans is driven primarily by increased automation. Of the nearly 15 percentage point reduction in the proportion of total work tasks delivered by humans in 2030 versus 2025, nearly 82% is attributable to advancing automation, while 19% is projected to derive from expanded human-machine collaboration (Figure 2.8).

FIGURE 2.8

Expected shift in the human share of work task delivery in total firm output driven by automation versus augmentation, 2025-2030, global average

Change in proportion of human-performed tasks attributable to increasing automation.



Source

World Economic Forum, Future of Jobs Survey 2024.

Importantly, this analysis only compares the 2025 and 2030 proportions of total task delivery attributable to human employees, technology or collaboration between the two, respectively, and does not consider the potential change in the absolute amount of work tasks (output) getting done. In other words, both machines and humans might be significantly more productive in 2030 – performing more or higher value tasks in the same or less amount of time than it would have taken them to do so in 2025 – so any concern about humans “running out of things to do” due to automation would be misplaced.

However, a potentially more complex question raised by these projections concerns the on-going share of total economic value creation participated in by human workers: If an increasing amount of a firm’s total output and income is derived from advanced machines and proprietary algorithms, to what extent will human workers be able to share in this prosperity?[33] It is in this context that the relevance of the third category/approach, human-machine collaboration (or “augmentation”) should be highlighted: technology could be designed and developed in a way that complements and enhances, rather than displaces, human work; and, as discussed further in the next chapter (Box 3.1), talent development, reskilling and upskilling strategies may be designed and delivered in a way to enable and optimize human-machine collaboration.[34] It is the investment decisions and policy choices made today that will shape these outcomes in the coming years.[35]

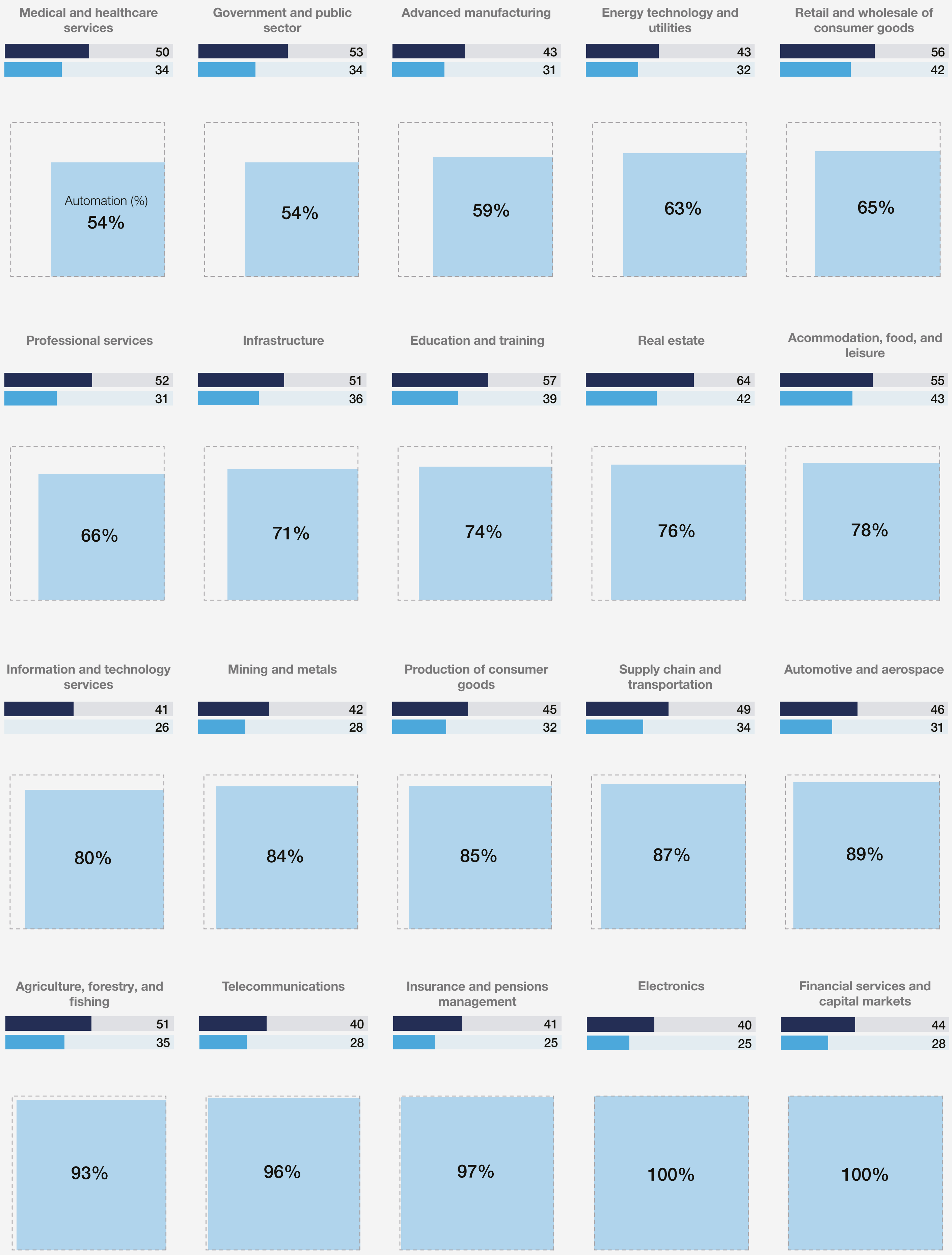
At an industry level, while all sectors are expected to see a reduction in the proportion of work tasks performed by humans alone by 2030, they differ in the share of this reduction that is projected to be attributable to automation versus augmentation and human-machine collaboration (Figure 2.9). Insurance and Pensions Management and Telecommunications are leading the automation trend – with more than 95% of human standalone task share reduction in both sectors expected to derive from deeper automation. By contrast, nearly half of the proportional reduction in work tasks done by humans alone in the Medical and Healthcare Services and Government and Public sectors are instead expected to be driven by increased augmentation and human-machine collaboration.

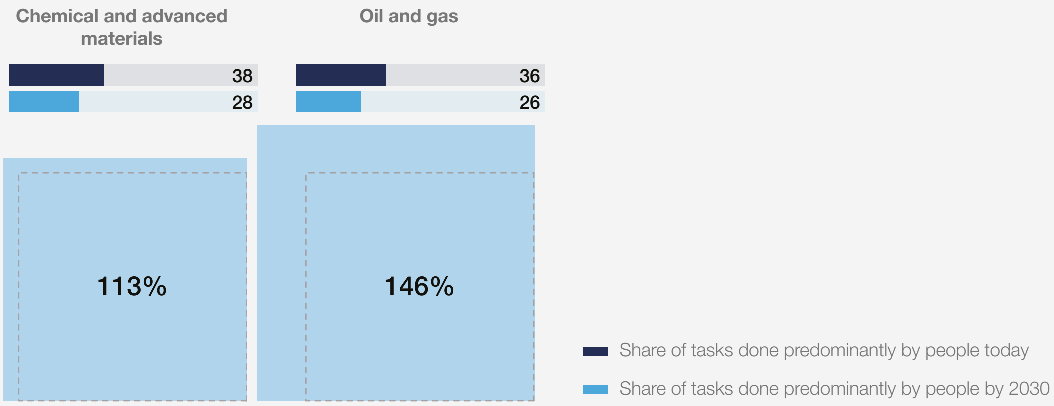
In four sectors – Oil and Gas, Chemicals and Advanced Materials, Financial Services and Capital Markets, and Electronics – automation is projected not only to reduce the proportion of total work tasks predominantly done today standalone by humans, but even to reduce the share of total work tasks currently delivered through human-machine collaboration (resulting in calculated “automation shares” of more than 100%, as depicted in Figure 2.9).

FIGURE 2.9

Expected shift in the human share of work task delivery in total firm output driven by automation versus augmentation, 2025-2030, by industry

Change in proportion of human-performed tasks attributable to increasing automation.





Source

World Economic Forum, Future of Jobs Survey 2024.

Geoeconomic fragmentation

The Future of Jobs Survey asked employers about the impacts of three key geoeconomic trends: increased government subsidies and industrial policy; increased geopolitical division and conflicts; and increased restrictions to global trade and investment. On average, respondents expect these trends to be net job creators. Although projected to be three of the four lowest net job-creating macrotrends – above only slower economic growth – these estimates still equate to 5 million net additional jobs by 2030, most prominently in logistics, security and strategy roles.

Increased government subsidies and industrial policy are expected to drive increased demand for Business Intelligence Analysts and Business Development Professionals. Increased restrictions to global trade and investment are also predicted to drive growth in these roles, as well as in Strategic Advisors and Supply Chain and Logistics specialists. Increased geopolitical division and conflicts, meanwhile, are projected to drive growth in all of the aforementioned roles, in addition to Information Security Analysts and Security Management Specialists.

The Future of Jobs Survey also asked respondents whether they expected to offshore parts of their workforce, or move operations closer to home through reshoring, nearshoring, or friendshoring. An analysis of the responses to these questions for the subset of employers who expect geoeconomic trends to affect their business provides insight into how these trends affect workforce decisions. Table 2.1 shows the share of employers who expect each geoeconomic trend to transform their business that additionally also expect to offshore or re-shore significant segments of their workforce. All three geoeconomic trends analysed appear to drive more re-shoring, with respondents who expect their business to be transformed by increasing restrictions to global trade and investment 50% more likely to plan to reshore than the global average employer. Employers who expect government subsidies and industrial policy to transform their business, however, are almost as likely to plan to offshore as they are to reshore

TABLE 2.1

Impact of geoeconomic trends on off-shoring and re-shoring

Share of employers who expect the specified trend to transform their business who plan to 'off-shore' or 're-shore' significant segments of their workforce.

	Off-shore	Re-shoring
Global Average	8.3	9.5
Increased government subsidies and industrial policy	11.2	12.4
Increased geopolitical division and conflicts	9.3	13.2
Increased restrictions to global trade and investment	8.7	14.5

Source: World Economic Forum, Future of Jobs Survey 2024.

Green transition

Climate change adaptation is expected to be the third-largest contributor to net growth in global jobs by 2030, projected to contribute an additional 5 million net jobs, while climate-change mitigation comes in 6th with an additional 3 million net jobs. Trends in energy generation, storage and distribution, meanwhile, are expected to create an additional 1 million net jobs – the second-largest technology-based contribution to net job growth (after trends in AI and information processing technology).

Expectations around climate-change adaptation and mitigation trends are pushing Environmental Engineers and Renewable Energy Engineers into the top 15 fastest-growing jobs, as well as driving growth in roles such as Sustainability Specialists and Renewable Energy Technicians. This is corroborated by evidence that "green hiring" has consistently outperformed overall labour-market hiring trends in recent years (Box 2.1).

Both green transition-related macrotrends are also expected to drive some of the largest labour-market transformation, in absolute terms, in the global economy. This includes being the largest drivers of both job growth and decline in Farmworkers, Labourers, and Other Agricultural Workers as well as being among the strongest drivers of net job growth for Building Framers, Finishers and Related Trades Workers.

BOX 2.1

Green hiring rates

In collaboration with LinkedIn

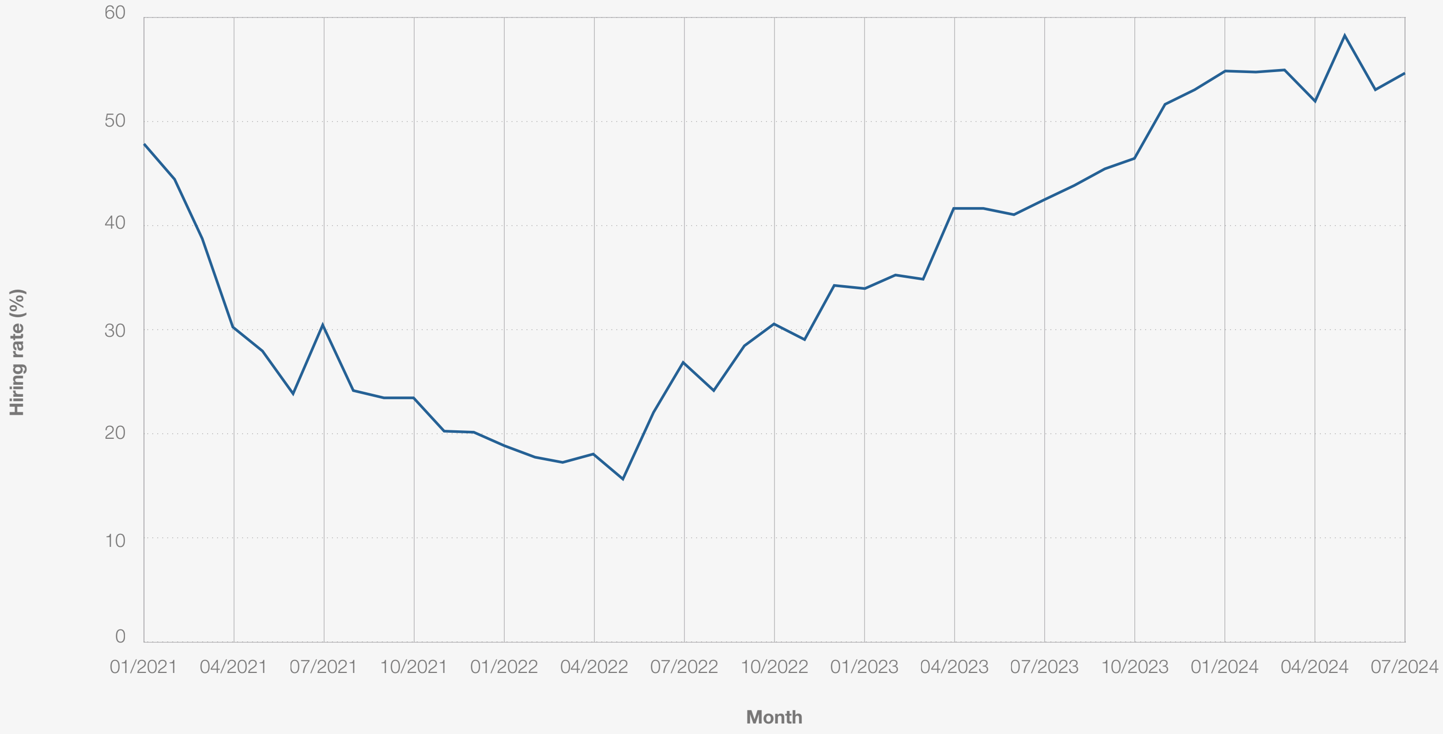
LinkedIn data, generated up to July 2024 for the *Future of Jobs Report 2025*, assesses the progression of green hiring rates compared to overall hiring rates. By comparing the share of LinkedIn members with green skills being hired with the overall hiring rate, it is possible to assess differences in employment outcomes between these two groups.

Figure B2.1 shows that LinkedIn members with green skills are being hired at a significantly higher rate than other members. Despite a dip in green hiring throughout 2021 and early 2022, green hiring has consistently outperformed the overall hiring, and this outperformance has been consistently getting larger since its low point of May 2022.

FIGURE B2.1

Green hiring rates

Outperformance in hiring rate for LinkedIn members with green skills versus all LinkedIn members, percent, January 2021 to July 2024



Source

LinkedIn analysis.

Demographic shifts

Growing working-age populations are the macrotrend expected to be the second-biggest driver of global net job creation – with 9 million net additional jobs by 2030 – surpassed only by broadening digital access. Aging and declining working-age populations, meanwhile, are simultaneously expected to be, overall, the third-largest driver of job creation (11 million additional jobs) as well the primary factor in a global reduction in 7 million jobs, making this trend the 5th largest driver of net job creation, on balance, resulting in 4 million net additional jobs by 2030.

These two demographic trends are notably among the top three drivers of growth in roles for Assembly and Factory Workers and Vocational Education Teachers. Aging and declining working-age populations also appear to drive growth in roles for Nurses, Sales and Hospitality professionals as well as being among the largest drivers of growth for shop salespersons, wholesale and manufacturing sales representatives, food and beverage serving workers and food processing and related trades workers. Growing working age populations, meanwhile, are expected to be a key driver of growth for Education roles, including University and Higher Education Teachers and Secondary Education Teachers.

Economic uncertainty

Slower economic growth is the only macrotrend that Future of Jobs Survey respondents expect to drive more job destruction (3 million jobs) than creation (2 million jobs), while rising cost of living and higher prices are expected to drive job creation of 4 million jobs and displacement of 3 million jobs by 2030.

These two trends are both significant contributors to an expected decline in roles for Building Caretakers, Cleaners, and Housekeepers, while slower economic growth is also among the top contributors to job decline in Business Services and Administration Managers, General and Operations Managers, and Sales and Marketing Professionals.

However, slower economic growth is also projected to be a top driver for growth in roles such as Business Development Professionals and Sales Representatives. Growth in roles driven by increasing cost of living is concentrated in jobs associated with finding ways of increasing efficiency, such as AI and Machine Learning Specialists, Business Development Professionals, and Supply Chain and Logistics Specialists.

3 Skills outlook

This chapter presents the results of the Future of Jobs Survey concerning skills, as classified by the World Economic Forum's Global Skills Taxonomy.[36] It begins by analysing respondents' expectations of skill disruption by 2030, as well as the skills currently required for work and whether employers anticipate these skills will increase or decrease in importance over the next five years. The chapter then assesses the skills expected to become core skills by 2030, based on their current significance and anticipated evolution. It also contrasts the skills required for growing and declining jobs, revealing windows of opportunity for enabling dynamic job transitions. Finally, it offers an overview of the key drivers of skill transformation and concludes with an exploration of anticipated training needs and trends.

3.1 Expected disruptions to skills

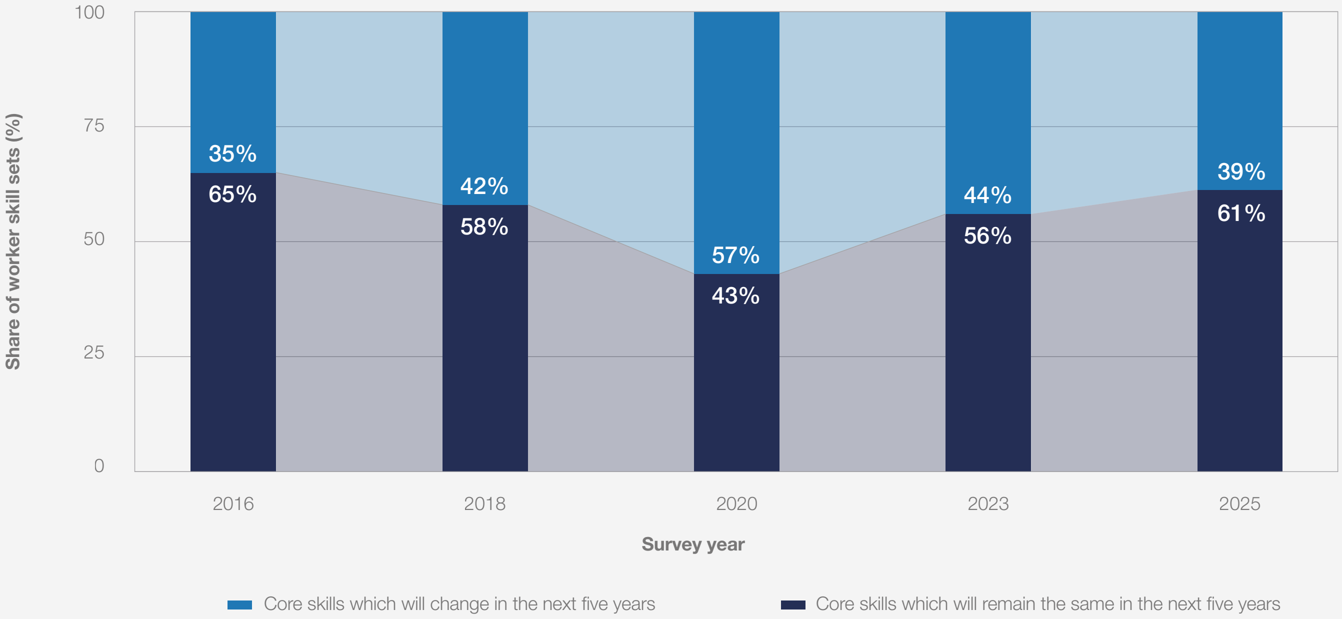
When the Future of Jobs Report was first published in 2016, surveyed employers expected that 35% of workers' skills would face disruption in the coming years. The COVID-19 pandemic, along with rapid advancements in frontier technologies, led to significant disruptions in working life and skills, prompting respondents to predict high levels of skills instability in subsequent editions of the report. The post-pandemic period, however, has seen employers adapt to these changes. The accelerated adoption of digital tools, remote work solutions, and advanced technologies such as machine learning and generative AI provided companies with relevant experience to better understand the critical skills required to navigate rapid technological change.

Despite current uncertainty around the long-term impact of generative AI, the expected ongoing pace of disruption of skills has begun to stabilize, albeit at a high level. Overall, employers expect 39% of workers' core skills to change by 2030 (Figure 3.1). While this represents significant ongoing skill disruption, it is down from 44% in 2023. One element contributing to this finding may be a growing focus on continuous learning, upskilling and reskilling programmes, enabling companies to better anticipate and manage future skill requirements. This is reflected in an increasing share of the workforce (50%) having completing training as part of long-term learning strategies compared to 2023 (41%) – a finding that is consistent across almost all industries. This is discussed further in section 3.3.

FIGURE 3.1

Disruptions to skills

Evolution in the share of workers' core skills expected to change and to remain the same within the next five years, 2016-2025.



Source

World Economic Forum Future of Jobs Surveys 2016, 2018, 2020, 2022 and 2024.

Note

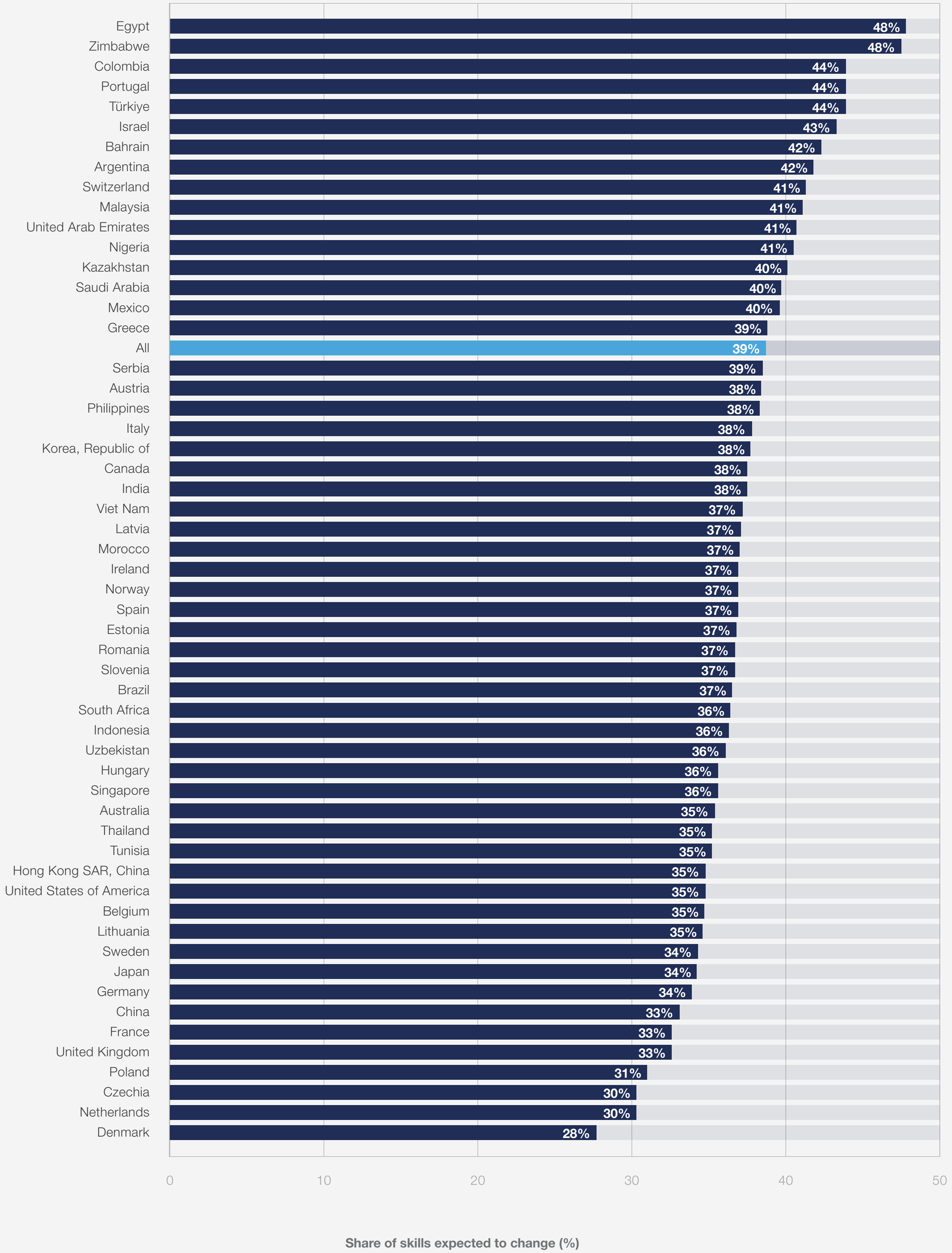
Values reported are the mean skill stability percentages estimated by employers surveyed in each edition of the survey.

However, the extent of skills disruption is not uniform across economies and industries. Lower-middle and upper middle-income economies and those affected by conflict tend to expect greater disruption in workers' skills, while high-income economies foresee less instability (Figure 3.2).

FIGURE 3.2

Disruption to skills 2025-2030, by economy

Share of workers' core skills that will change in the next five years



Source

World Economic Forum, Future of Jobs Survey 2024.

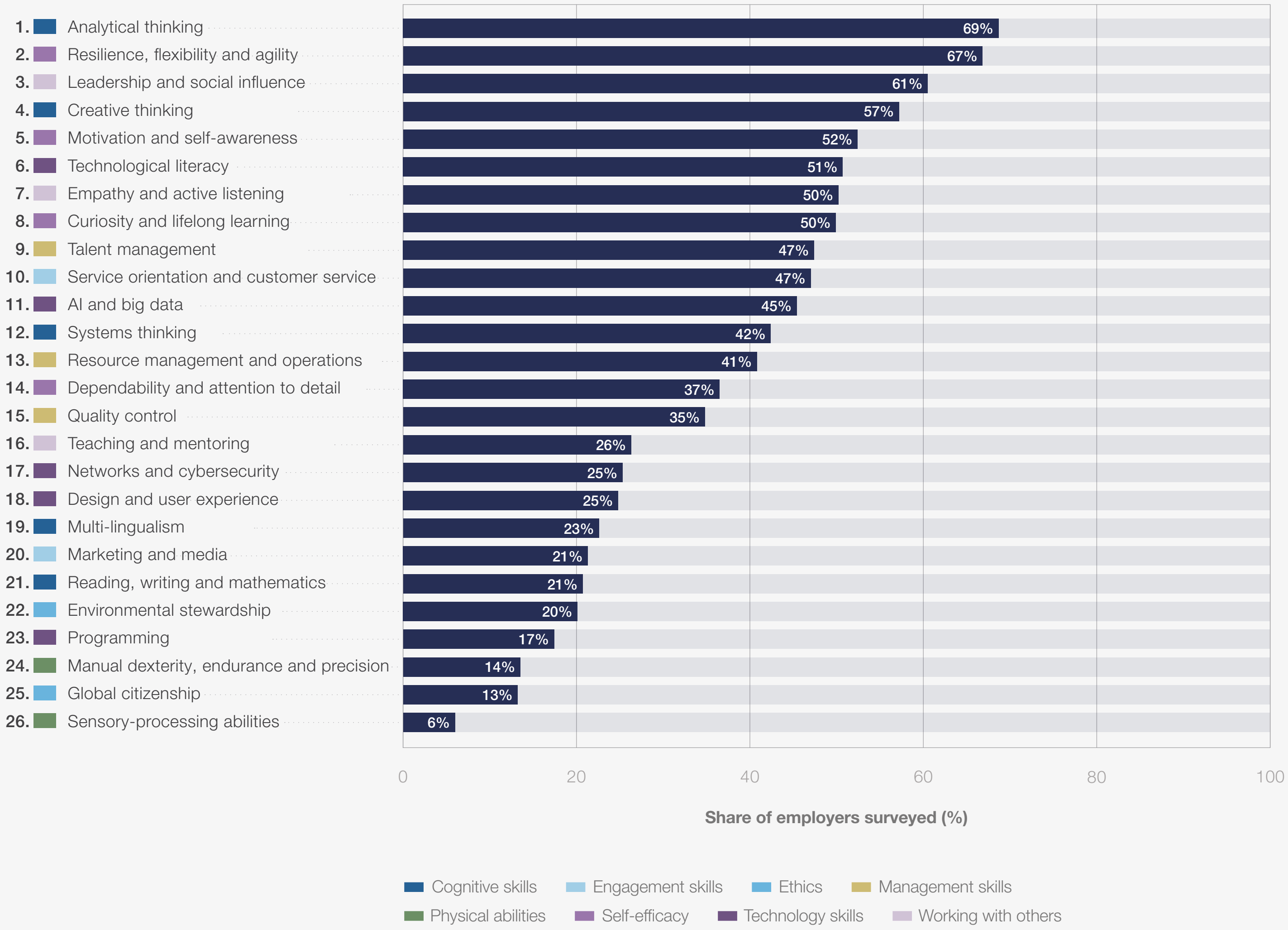
Note

Values reported are the mean skill stability percentages estimated by organizations surveyed.

FIGURE 3.3

Core skills in 2025

Share of employers who consider the stated skills to be core skills for their workforce.



Source

World Economic Forum, Future of Jobs Survey 2024.

Note

The Future of Jobs Survey uses the World Economic Forum's Global Skills Taxonomy.

Core skills

Figure 3.3 shows the core skills Future of Jobs Survey respondents identify as required by workers today. As in the two previous editions of this report, analytical thinking remains the top core skill for employers, with seven out of 10 companies considering it as essential. This is followed by resilience, flexibility and agility, along with leadership and social influence, underscoring the critical role of adaptability and collaboration alongside cognitive skills. Creative thinking and motivation and self-awareness rank fourth and fifth, respectively. This combination of cognitive, self-efficacy and interpersonal skills within the top five emphasizes the importance ascribed by respondents to having an agile, innovative and collaborative workforce, where both problem-solving abilities and personal resilience are critical for success.

The top 10 core skills are complemented by technological literacy, empathy and active listening, curiosity and lifelong learning, talent management, and service orientation and customer service. Skills that reflect the important role of technical proficiency, strong interpersonal abilities, emotional intelligence, and a commitment to continuous learning demonstrate respondents' expectation that workers must balance hard and soft skills to thrive in today's work environments.

While the core skill sets are relatively consistent across broader industries and geographical regions, there are notable distinctions within specific sectors and geographies. For instance, the Insurance and Pensions Management industry places a significantly higher value on curiosity and lifelong learning, with 83% of respondents identifying it as a core skill compared to the global average of 50%. Resilience, flexibility and agility are also considered as especially crucial in this sector, with 94% of respondents emphasizing their importance versus a global average of 67%.

The Mining and Metals industry distinguishes itself with a strong focus on environmental stewardship, as 50% of respondents view it as a core skill – 2.5 times the global average. This emphasis on environmental skills is also evident in the Government and Public Sector, where it is double the global average. Additionally, both the Mining and Metals and Advanced Manufacturing industries place higher importance on manual dexterity, endurance and precision skills compared to other sectors, with roughly 25% of respondents identifying this as a core skill.

The Telecommunications industry stands out for prioritizing design and user experience, networks and cybersecurity, and programming skills, with twice the global average of respondents considering these as core skills in their organizations. Similarly, the Information and Technology Services sector places greater emphasis on programming skills.

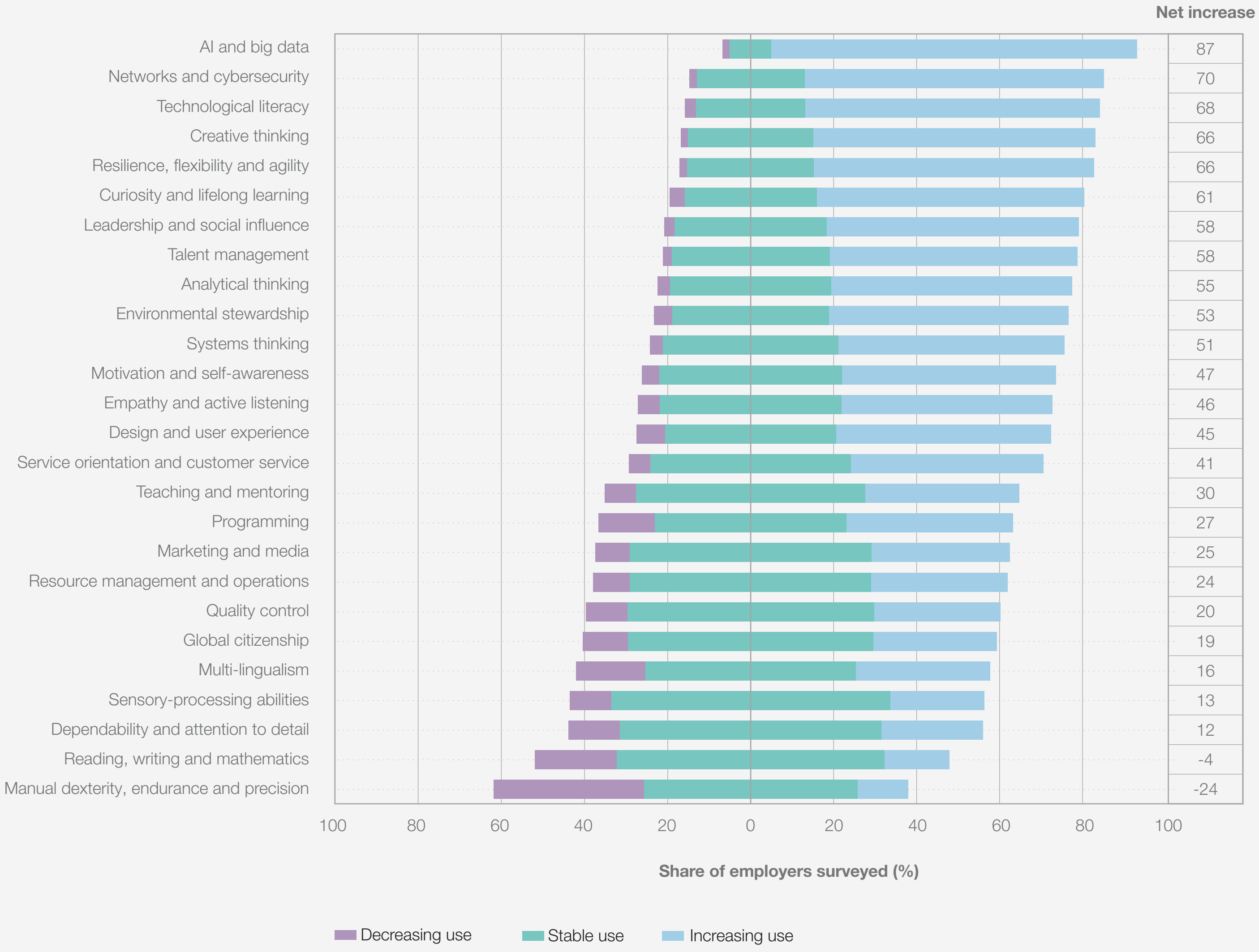
Compared to the 2023 edition of this report, some significant shifts in core skills have emerged. Leadership and social influence, AI and big data, talent management, and service orientation and customer service have all seen marked increases in relevance. Conversely, skills like dependability, attention to detail, and quality control have decreased in importance for organizations compared to the 2023 data.

Overall, leadership and social influence, resilience, flexibility and agility, and AI and big data have seen the most substantial increase in importance, with 22, 17, and 17 percentage-point rises, respectively, in the share of respondents identifying them as core skills compared to the 2023 edition of the report.

FIGURE 3.4

Skills on the rise, 2025-2030

Share of employers that consider skills to be increasing, decreasing, or remaining stable in importance. Skills are ranked based on net increase, which is the difference between the share of employers that consider a skill category to be increasing in use and those that consider it to be decreasing in use.



Source

World Economic Forum, Future of Jobs Survey 2024.

Note

The Future of Jobs Survey uses the World Economic Forum's Global Skills Taxonomy.

Skill evolution

According to employer expectations for the evolution of skills in the next five years, as shown in Figure 3.4, technological skills are projected to grow in importance more rapidly than any other type of skills. Among these, **AI and big data** top the list as the fastest-growing skills, followed closely by **networks and cybersecurity** and **technological literacy**. Complementing these technological skills, creative thinking and two socio-emotional attitudes – **resilience, flexibility, and agility**, along with **curiosity and lifelong learning** – are also seen as rising in importance.

Also ranking among the top 10 skills on the rise are leadership and social influence, talent management, analytical thinking, and environmental stewardship. These skills highlight the need for workers who can lead teams, manage talent effectively and adapt to sustainability and green transitions in an increasingly complex and interconnected world.

At the other end of the spectrum, respondents identified sensory-processing abilities; reading, writing and mathematics; dependability and attention to detail; quality control; and global citizenship as among the most stable skills. However, a small net decline is anticipated in reading, writing, and mathematics. Manual dexterity, endurance, and precision stands out with a notable anticipated net decline, with 24% of respondents foreseeing a decrease in its importance. The declining relevance of physical abilities has been a trend in previous *Future of Jobs Reports*, but this is the first time it has seen a net negative decline.

Comparisons with previous editions of the Future of Jobs Survey reveal a notable shift in skill demands, with technology skills such as AI and big data, networks and cybersecurity, and environmental stewardship showing the largest net increase in the share of respondents identifying them as critical for the next five years. Conversely, skills like reading, writing, and mathematics; manual dexterity, endurance, and precision; and dependability and attention to detail have seen the largest decline in projected future demand.

Figure 3.5 illustrates industry-specific variations in the evolving importance of skills. AI and big data are predicted to see significant growth across nearly all sectors. In the top 10 industries, over 90% of respondents expect this skill to increase in use. The lowest growth shares are observed in Agriculture, Forestry, and Fishing (70%) and Accommodation, Food, and lLisure industries (69%). This highlights a broad-based but uneven embrace of advanced technological skills across industries.

Resilience, flexibility and agility are growing in demand more quickly in the Agriculture, Forestry, and Fishing; Telecommunications; and Information and Technology Services sectors. The Insurance and Pensions Management industry stands out as the industry forecasting the fastest growth in importance in creative thinking skills. This industry, along with Education and Training and Telecommunications forecast fast growth in the importance of curiosity and lifelong learning.

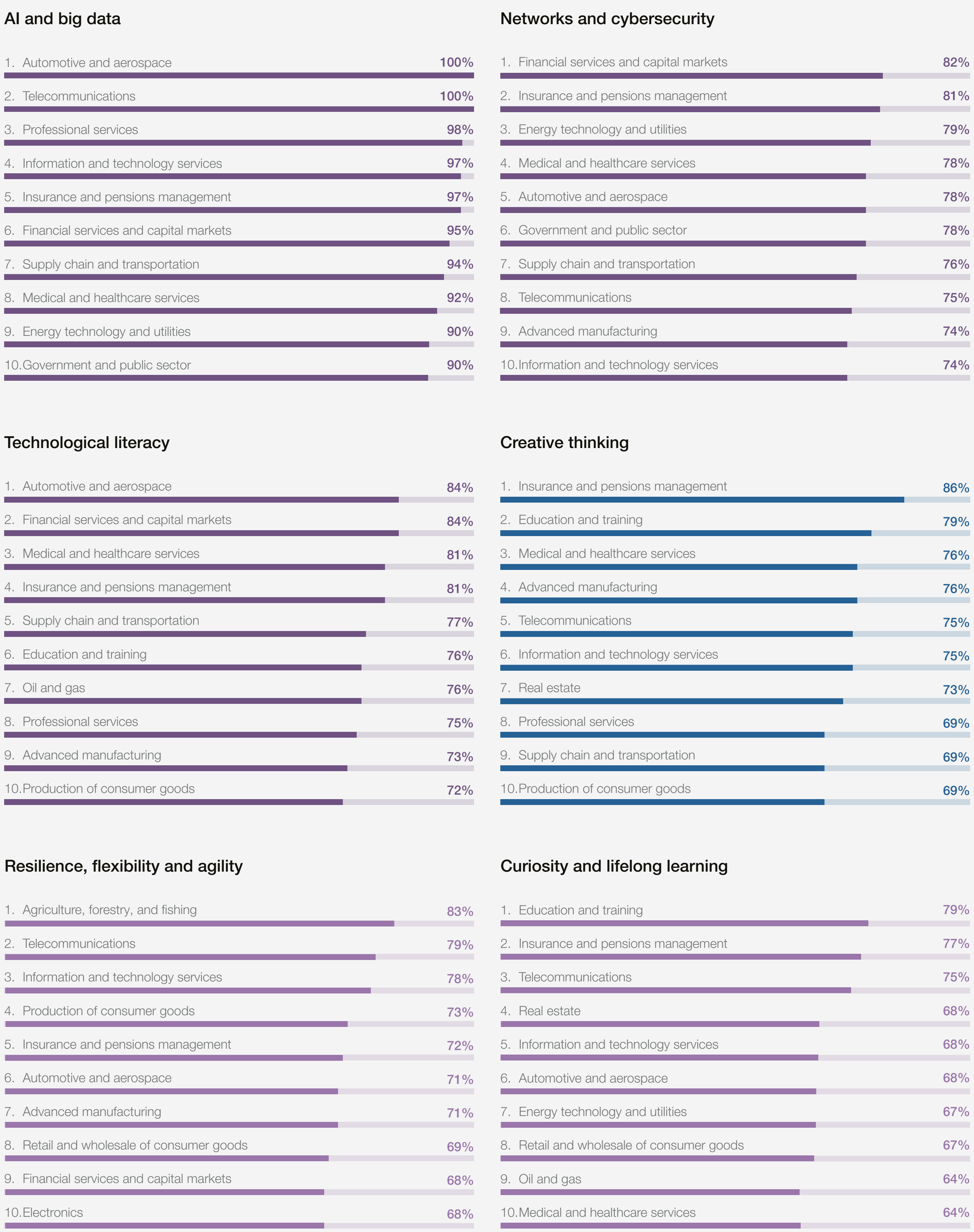
Increasing skill demands in environmental stewardship skills are particularly evident in the Oil and Gas and Chemical and Advanced Materials industries.

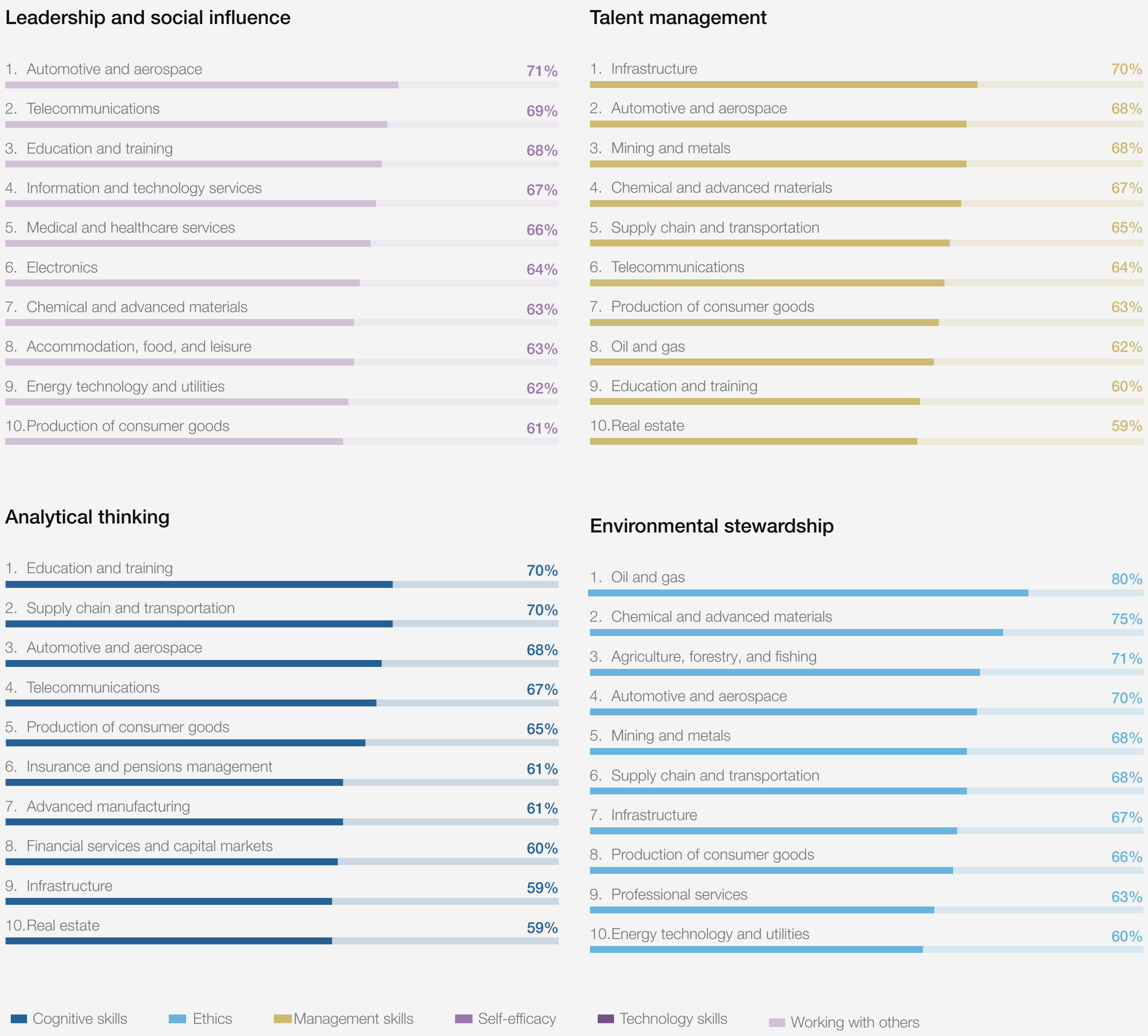
Furthermore, the net decline in the demand for manual dexterity, endurance, and precision skills is observed across sectors, with the most significant decreases in Energy Technology and Utilities, Chemicals and Advanced Materials, and Information Technology Services, each experiencing declines exceeding 39%. By contrast, the Accommodation, Food, and Leisure sector and the Automotive and Aerospace industries show the smallest declines, with net reductions below 14%.

FIGURE 3.5

Top 10 industries for increasing skill requirements, 2025-2030

Share of employers considering skills within the corresponding skill category to be growing in importance for their workforce from 2025 to 2030, as opposed to having stable or declining importance. The top 10 industries out of the 22 studied in this report are selected in each case and ranked.





Leadership and social influence

Talent management

Analytical thinking

Environmental stewardship

Source

World Economic Forum, Future of Jobs Survey 2024.

Note

The Future of Jobs Survey uses the World Economic Forum's Global Skills Taxonomy.

Core skills in 2030

Looking ahead to 2030, Figure 3.6 provides further insights into key priority areas for workforce development for organizations, by comparing core and emerging skills by 2030 based on their relative importance today and their future evolution. The top right quadrant highlights skills that are already core to organizations today and are expected to continue growing rapidly. Skills such as **AI and big data; analytical thinking; creative thinking; resilience, flexibility and agility;** and **technological literacy** are not only considered critical now but are also projected to become even more important. Moreover, **leadership and social influence, curiosity and lifelong learning, systems thinking, talent management,** and **motivation and self-awareness** solidify their importance, emphasizing the continued relevance of human-centric skills amid rapid technological advances.

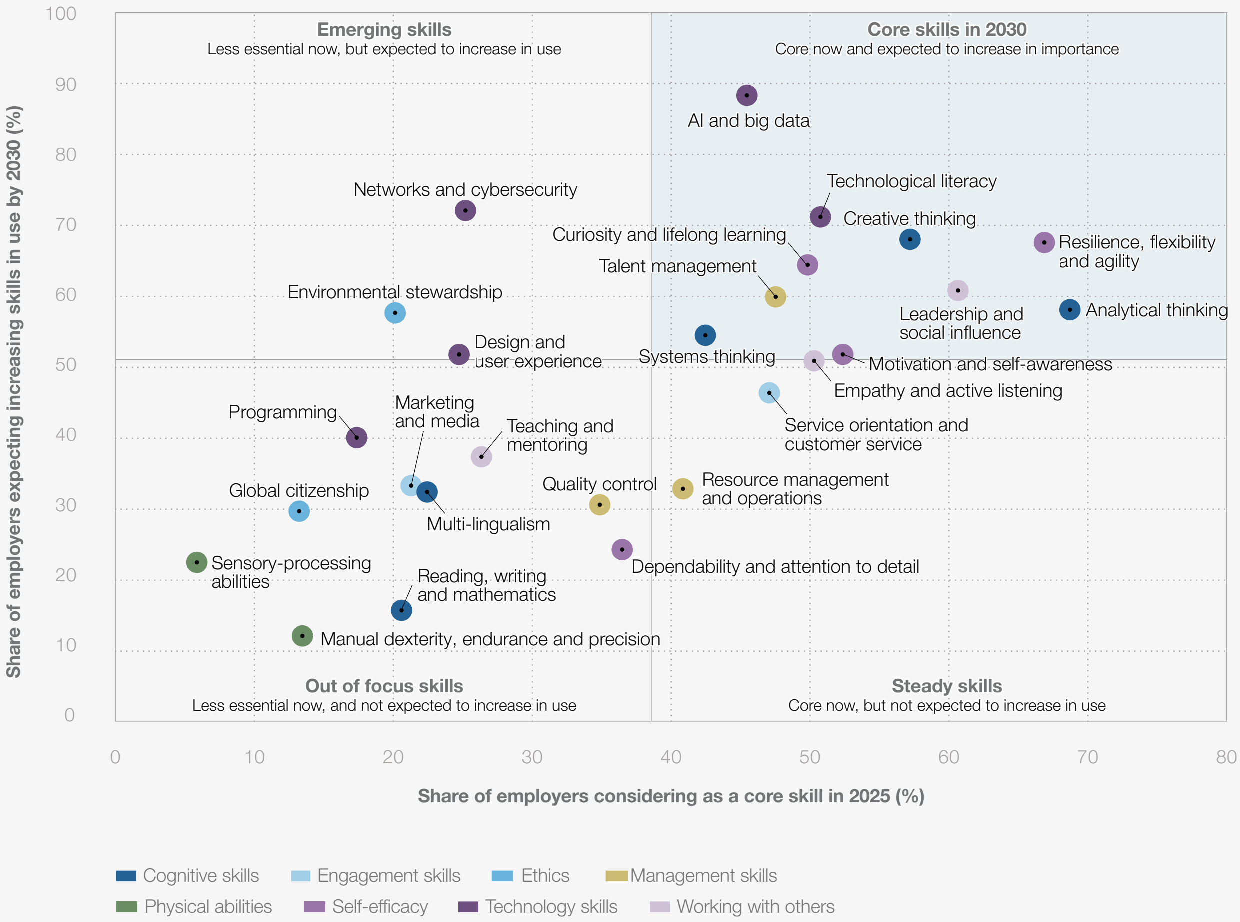
Meanwhile, **networks and cybersecurity** and **environmental stewardship** – in the top left quadrant of the figure – rank among the top 10 skills expected to increase significantly in use by 2030, yet they are not currently considered core skills for most organizations. These emerging skills represent areas where businesses may need to anticipate growing demands and develop capabilities before they become critical.

On the other hand, skills that are core today, but expected to remain stable over the next five years without significant increase in use, displayed in the lower right quadrant, include empathy and active listening, service orientation and customer service and resource management and operations. Finally, the bottom left quadrant of Figure 3.6 highlights skills that are neither critical now nor expected to increase significantly in use over the next five years. While most of these skills remain important, they may represent areas where less investment is required, allowing employers to prioritize resources toward more rapidly evolving skill sets.

FIGURE 3.6

Core skills in 2030

Share of employers considering skills to be a core skill in 2025 and share of employers expecting skills to increase in importance by 2030.



Source

World Economic Forum, Future of Jobs Survey 2024.

Note

The Future of Jobs Survey uses the World Economic Forum's Global Skills Taxonomy. Bold lines represent the median values across all skills.

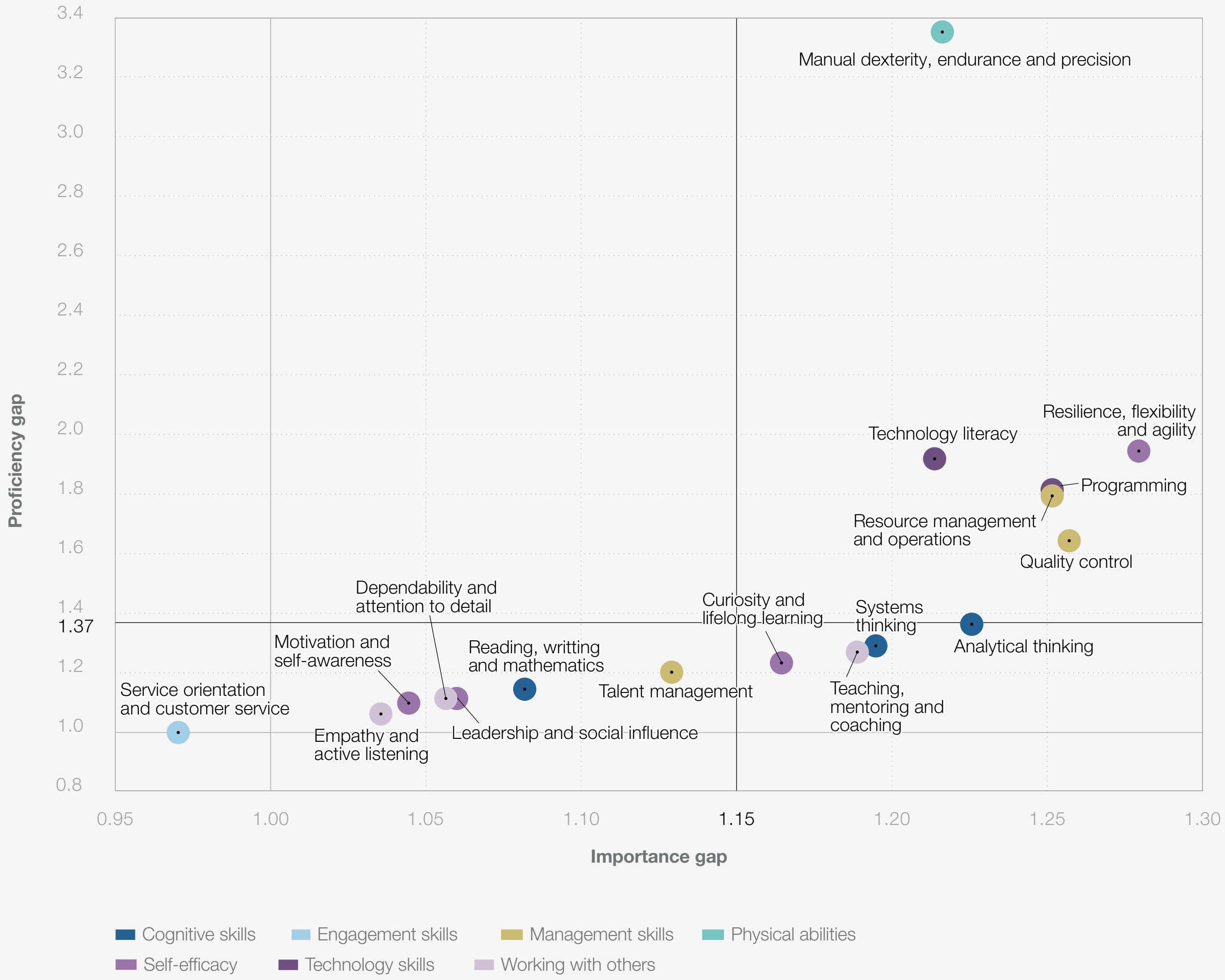
Skill differences between growing and declining jobs

While a diverse set of skills is essential for navigating the evolving workforce landscape, contrasting the skills requirements particularly associated with growing jobs, and those associated with declining ones, reveals windows of opportunity that exist for enabling dynamic job transitions.[37,38] Figure 3.7 illustrates these differences based on two metrics derived from the O*NET skills inventory:[39] the “importance gap”, which measures how much more essential a skill is for growing jobs, and the “proficiency gap”, which indicates the level of expertise required for each skill in growing jobs compared to declining jobs. For example, a score of 2 in either metric means a skill is twice as critical or requires double the proficiency in growing roles.

FIGURE 3.7

Skill importance gap and skill proficiency gap between growing and declining jobs

When growing and declining job roles attach the same level of importance and proficiency to a skill, the index equals one. The bigger the value, the bigger the gap between growing and declining jobs.



Source

World Economy Forum analysis, based on Future of Jobs Survey 2024, the World Economic Forum's Global Skills Taxonomy and O*NET skill importance and level for each occupation.

Note

Bold lines represent the average across all skills.

At an aggregate level across all growing and declining roles, resilience, flexibility and agility skills are the most significant differentiator between growing and declining job roles, ranking higher in both importance and proficiency for growing roles. Programming and technological literacy also differentiates growing and declining roles, reflecting the increasing integration of technology across occupational fields. While programming scores higher in importance, it requires less proficiency compared to technological literacy.

Resource management and operations, and quality control skills also show marked gaps in both proficiency and importance. Analytical thinking completes the list of top five skills for the importance gap, while ranking 6th for the skill proficiency gap.

Manual dexterity, endurance, and precision display a notable difference in proficiency requirements rather than importance. This suggests that in roles in which manual skills remain critical, businesses are seeking a higher degree of specialization that combines manual abilities with technological literacy, and problem-solving skills. Growing roles demanding high manual skill proficiency include Drafters, Engineering and Mapping Technicians, Electrotechnology Engineers, Mechanics, Machinery Repairers, and Solar Energy Installation Engineers. By contrast, declining roles, such as printing trades workers and transportation attendants, generally require lower levels of manual skill proficiency. Notably, the only skill with an equal or lesser requirement in importance or proficiency for growing jobs is service orientation and customer service.

These findings underscore the importance of targeted skills development efforts to support workers in transitioning to growing roles as well as to ensure employers can access a talent pool with the skills required for the future of work.

3.2 Drivers of skill disruption

This section discusses how each of the five identified macrotrends driving labour-market transformation – technological change, geoeconomic fragmentation, green transition, demographic shifts and economic uncertainty – are expected to influence skill evolution by 2030.

Technological change

Technological advances are expected to drive skills change more than any other trend over the next five years. The increasing importance of AI and big data, networks and cybersecurity, and technological literacy is driven by the expansion of digital access and the integration of AI and information processing technologies. These trends are not only seen as responsible for the growth of these three fastest-growing skills but also for the rising importance of analytical thinking and systems thinking. These shifts highlight the increasing complexity of decision-making and the need for critical problem solving in a data-driven world.

Beyond the top 10 fastest-growing skills, design and user experience, along with marketing and media skills, are also expected to see growth driven by technological advancements. These skills are closely linked to digital transformation, reflecting the rising importance of delivering seamless digital experiences and understanding the impact of consumer behaviour.

Robots and autonomous systems are also seen as a key driver of skills change, contributing to the increased demand for not only the three top-growing skills, but also programming and systems thinking – skills essential for managing and optimizing interactions with autonomous technology. As noted in Chapter 2, robots and autonomous systems are also among the primary drivers behind the fastest-growing jobs. Coupled with the rising demand for the three top growing skills, and programming, this trend underscores the importance of technological expertise and systems thinking as core skills in technical fields. These capabilities are crucial for enabling employees to adapt to, and collaborate effectively with, automated systems across a range of industries.

While technology fuels demand for certain skills, it also accelerates the decline of others. Skills such as manual dexterity, endurance, precision, and reading, writing, and mathematics are expected to diminish in relevance as digital access, AI and information processing, and robotics increasingly automate these tasks. Interestingly, whereas programming remains stable as an in-demand skill, both respondents expecting growth in its use and those expecting decline consistently point to technological change as the primary driver behind this change. As discussed in more depth in Chapter 2, this highlights the dual effect of technology, underscoring how the same technological forces that drive job creation may also contribute to job displacement. Additionally, as also discussed in Chapter 2, the primary impact of technologies such as GenAI on skills may lie in their potential for "augmenting" human skills through human-machine collaboration, rather than in outright replacement, particularly given the continued importance of human-centred skills (Box 3.1).

These findings underscore an urgent need for appropriate reskilling and upskilling strategies to bridge emerging divides. Such strategies will be essential in helping workers transition to roles that blend technical expertise with human-centred capabilities, supporting a more adaptable workforce in an increasingly technology-driven landscape.

BOX 3.1

Generative AI and human-centred skills

In collaboration with Indeed

The release of ChatGPT 3.5 in November 2022 marked an inflection point in public awareness of GenAI technologies, which sparked both excitement and apprehension regarding their potential impact on the workforce.[40] In this context, research conducted by Indeed for this report highlights the continued importance of human-centred skills in an age of GenAI. Figure B3.1 illustrates the capacity of GenAI to substitute a human in executing specific skills, based on an assessment by GPT-4o of its own ability to utilize skills across three areas: its ability to provide theoretical knowledge about a given skill, its problem-solving abilities related to that skill, and the need for physical presence or manual actions in performing that skill.[41] The chart categorizes more than 2,800 granular skills into the World Economic Forum's Global Skills Taxonomy and evaluates their capacity of substitution by GenAI according to five categories: very low capacity, low capacity, moderate capacity, high capacity, and very high capacity.

Zero of the more than 2,800 skills assessed were determined to exhibit "very high capacity" to be replaced by the current generation of GenAI tools, with the majority of examined skills (69%) determined to have either "very low capacity" or "low capacity" to be substituted, indicating that GenAI currently remains limited in performing tasks that require physical execution, nuanced judgment or hands-on application. Skills rooted in human interaction – including empathy and active listening, and sensory processing abilities – and manual dexterity, endurance and precision, currently show no substitution potential due to their physical and deeply human components. These findings underscore the practical limitations of current GenAI models, which lack the physicality to perform tasks that require hands-on interaction – although advances in robotics and the integration of GenAI into robotic systems could impact this in the future.

Where GenAI demonstrates higher substitution potential is in skills that can be effectively performed by leveraging theoretical knowledge alongside digital manipulation. These include granular skills within AI and big data, such as data mining and machine learning applications.

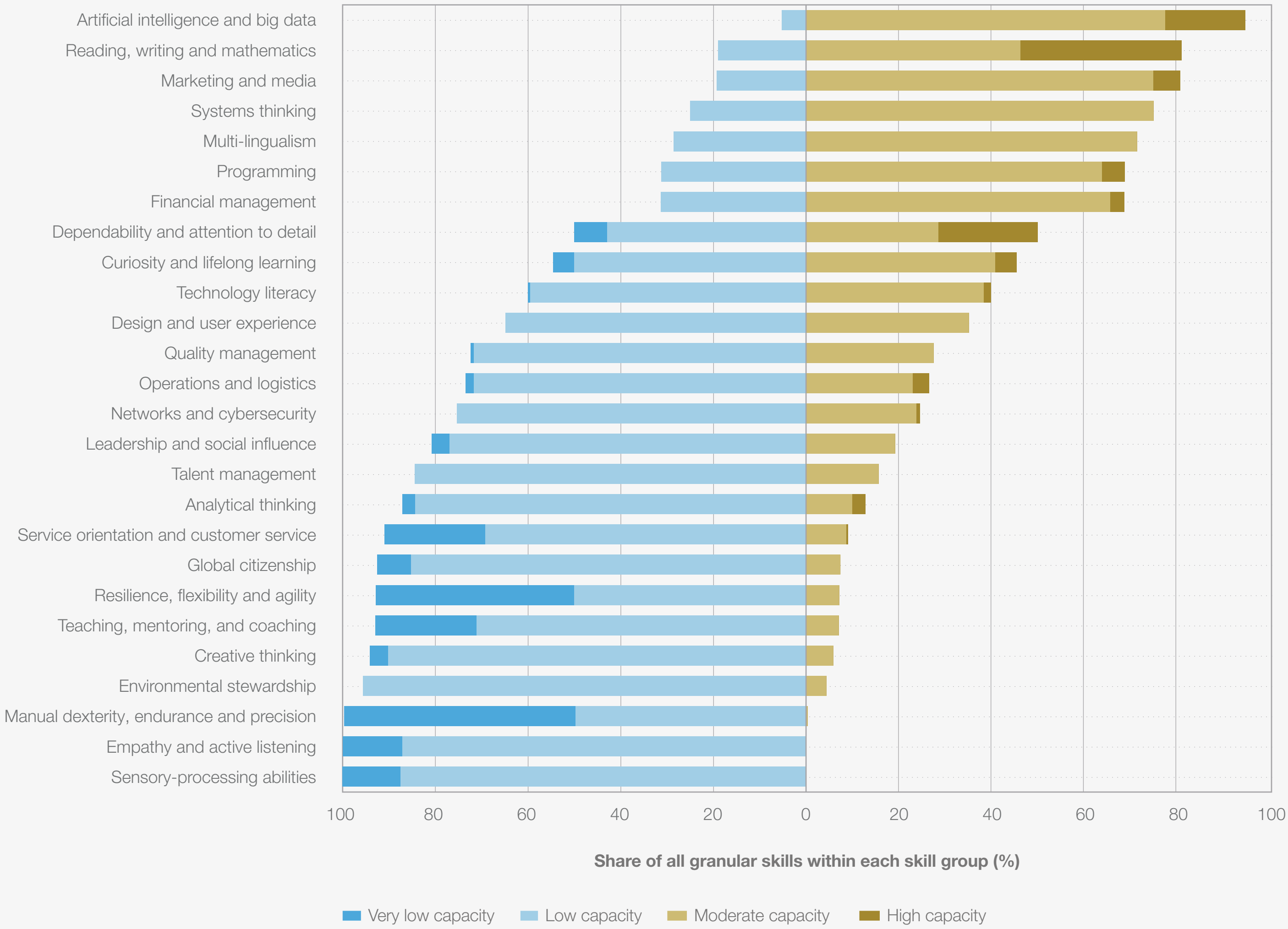
Furthermore, GenAI shows strengths in reading, writing, and mathematics, and multi-lingualism, where it can assist in summarizing complex information, drafting text, performing calculations, and translation. Notably, more than one-quarter (28.5%) of the more than 2,800 granular skills examined currently exhibit a moderate capacity of substitution, highlighting areas where, as the technology continues to evolve, its capacity of substitution could increase in the near future.

These findings highlight the potential of GenAI for augmenting human work through human-machine collaboration, rather than fully replacing it in most areas. Skills requiring nuanced understanding, complex problem-solving or sensory processing show limited current risk of replacement by GenAI, affirming that human oversight remains crucial even in areas where GenAI can provide assistance. For employers, these insights emphasize the need for training and upskilling initiatives that focus on both advanced prompt-writing skills and broader GenAI literacy.

FIGURE B3.1

Current capacity for substitution by Generative AI, by skill group

Capacity of GenAI substituting a human in performing a given skill as a percentage share of all granular skills within each skill group. Analysis based on GPT-4o, with over 2800 granular skills from the Indeed database as of August 2024.



Source

Indeed analysis; World Economic Forum, Global Skills Taxonomy.

Note

No skills have been rated with "very high capacity" for substitution.

Geoeconomic fragmentation and economic uncertainty

The Future of Jobs Survey also examined the impact of geoeconomic trends on skill evolution. Increasing geoeconomic fragmentation, coupled with the rapid adoption of new technologies and expansion of digital access, has significantly increased cybersecurity concerns.[42] These geoeconomic trends have led to a surge in demand for network and cybersecurity skills as organizations seek to protect digital infrastructure from emerging threats.

Geoeconomic fragmentation is also driving a need for human-centred skills such as resilience, flexibility, agility, leadership and social influence, and global citizenship. In a world where crises are becoming more frequent, employers need leaders and teams capable of adapting to uncertainty and managing complex social dynamics.

Slower economic growth and increased restrictions to global trade are contributing to the increased importance of creative thinking and resilience, flexibility, and agility. These skills are crucial for navigating uncertain economic landscapes, as businesses seek to innovate and remain competitive despite market constraints.

Green transition

A growing focus on environmental stewardship as a critical skill reflects an evolving alignment between business strategies and sustainability objectives. This rise, driven by climate adaptation efforts, carbon reduction initiatives, and energy generation, storage and distribution technologies, points to a profound shift whereby environmental skills are becoming increasingly integral across diverse sectors. As previously shown in Chapter 2 and Box 2.1, an increasing prioritization of climate adaptation and energy solutions by employers responding to the Future of Jobs Survey is not only evident in skill requirements but also appears as a significant factor in net job growth by 2030.

While demand for global citizenship skills is expected by most respondents to remain stable over the next five years, employers that anticipate a rise in its importance cite the convergence of climate-change adaptation, geoeconomic fragmentation and broadening digital access as key factors. This highlights the growing interconnectedness of sustainability and global collaboration, particularly as businesses operate in increasingly fragmented and climate-sensitive environments.

Demographic shifts

Ongoing demographic shifts, particularly aging and declining workforces in developed economies, are expected to emerge as a significant driver of skill demand. Aging and declining working-age populations are pressing organizations to prioritize talent management, teaching and mentoring and motivation and self-awareness. Alongside these priorities, there is a rising focus on empathy and active listening, resource management, and customer service, highlighting a growing need for interpersonal and operational skills that can address the specific needs of an aging workforce and foster more inclusive work environments.

Increasing demand for talent management and motivation and self-awareness skills is also driven by growing working-age populations. Findings reported in Chapter 2 underscore similar patterns, where aging and growing working-age populations are major drivers of growth in jobs across Education, Sales, and Hospitality. These trends reveal the dual role demographic changes play in shaping both job availability and the types of skills needed, emphasizing the interconnectedness of workforce demographics with skills development and talent strategies across sectors.

3.3 Reskilling and upskilling strategies

Having anticipated significant skill disruptions, employers have increasingly invested in reskilling and upskilling initiatives to align workforce skills with evolving demands (see Section 3.1).

This section explores training trends, how employers expect to finance their training initiatives, and their expectations regarding the outcomes of these investments.

Training needs

Future of Jobs Survey respondents indicate that 50% of their workforce has completed training as part of their learning and development initiatives. This reflects a positive global trend compared to 2023, when only 41% of the workforce had received training. The rise in training completion is evident across nearly all industries (Figure 3.8), suggesting a growing recognition of the importance of continuous skill development.

However, a few industries stand out from this trend. Agriculture, Forestry and Fishing, and Real Estate are the only sectors that have seen a decline in training completion between the two last editions of this report. On the other hand, industries like Insurance and Pensions Management, Supply

FIGURE 3.8

Training completion as part of learning and development strategies, 2023 vs. 2025, by industry

Evolution in the share of the workforce that has completed training as part of employers' learning and development strategies. Only industries with data points for both years are included in the analysis.

Source

World Economic Forum, Future of Jobs Survey 2024 and Future of Jobs Survey 2022.

Note

Only industries with data points for both years are included in this analysis. Professional Services has data available only for 2025.

Chain and Transportation and Telecommunications have seen the most significant rise in the share of workers completing training.

Looking ahead, Figure 3.9 provides an overview of expectations around workforce training needs by 2030. According to surveyed employers, for a representative sample of 100 workers 41 will not require significant training by 2030; 11 will require training, but it will not be accessible to them in the foreseeable future; and 29 will require training and be upskilled within their current roles. Additionally, employers anticipate that 19 out of 100 workers will require training and will be reskilled and redeployed within their organization by 2030.

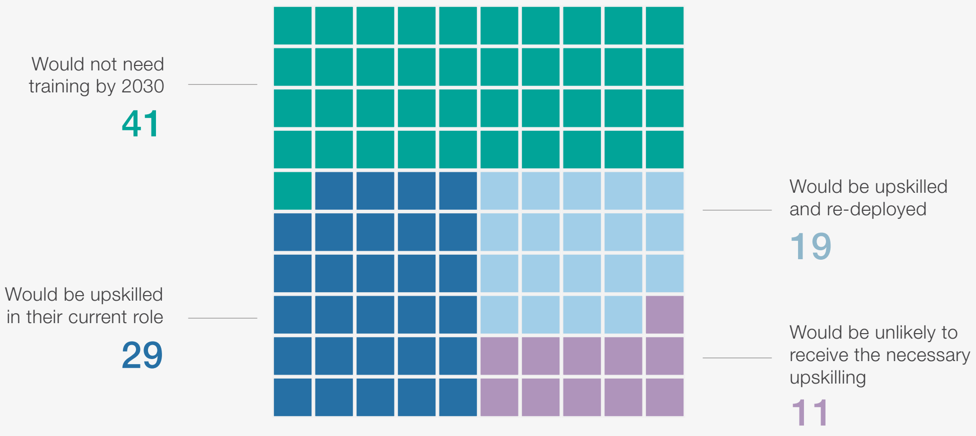
The anticipated need for training varies significantly across industries and geographies. While companies headquartered in North America estimate that 67% of their workforce will require training by 2030, those in Central Asia and the Middle East and North Africa project that under 50% of their workforce will need training by 2030.

Industries, such as Telecommunications, and Information and Technology Services, which saw some of the largest uptake in reskilling and upskilling (Figure 3.8), still anticipate significant training needs, with 63% and 62% of their workforce, respectively, expected to need further training by 2030. By contrast, sectors with declining trendlines in training completion are among the sectors with the lowest projected additional training needs.

The share of employees estimated as unlikely to receive upskilling opportunities is somewhat uniform across industries and geographies, suggesting that while the demand for skills may vary, access to reskilling and upskilling opportunities remains similarly constrained globally.

FIGURE 3.9 **Upskilling and reskilling outlook, 2025-2030**

Breakdown of the typical training outlook for a representative group of 100 workers, calculated based on averages of the training requirements reported by employers surveyed.



Source

World Economic Forum, Future of Jobs Survey 2024.

Funding for training programmes

When it comes to funding of reskilling and upskilling initiatives, employers predominantly expect to fund their own training programmes, as shown in Figure 3.10. The second-most common funding mechanism is free of cost training, followed by government and public-private funding.

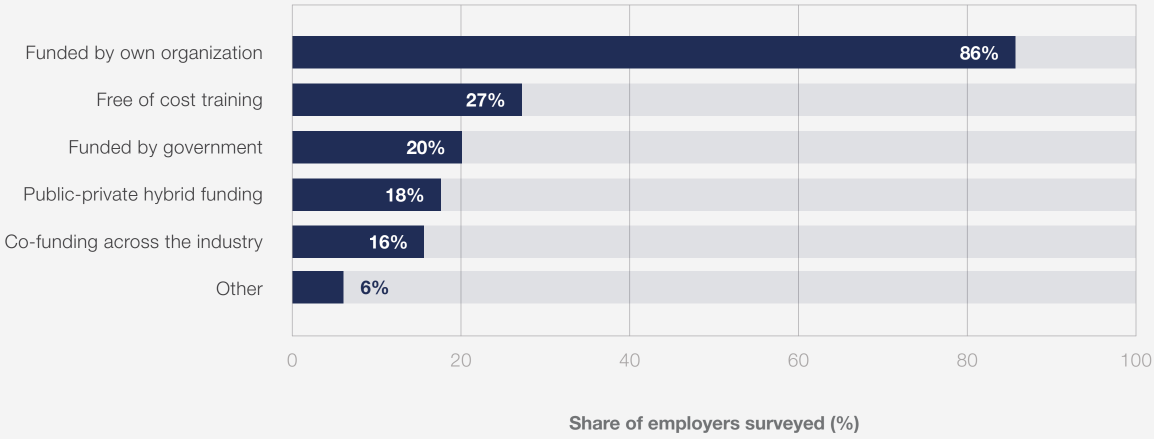
With funding for reskilling and upskilling being the most-welcomed public-policy support by Future of Jobs Survey respondents, government funding plays a more significant role in industries such as Accommodation, Food, and Leisure; Government and Public Sector; and Education and Training, where over 30% of companies expect to rely on public financing for training initiatives. On the other hand, only 3% of companies in the Insurance and Pensions Management industry expect to rely on government funding for training.

While co-funding across industries is the least utilized funding model overall, it is expected to have the largest use in industries such as Care, Personal Services and Wellbeing; Agriculture, Forestry, and Fishing; and Automotive and Aerospace. This highlights the importance of cross industry collaboration in these industries.

FIGURE 3.10

Funding for training, 2025-2030

Share of employers anticipating use of stated funding source for worker training programmes from 2025 to 2030.



Source

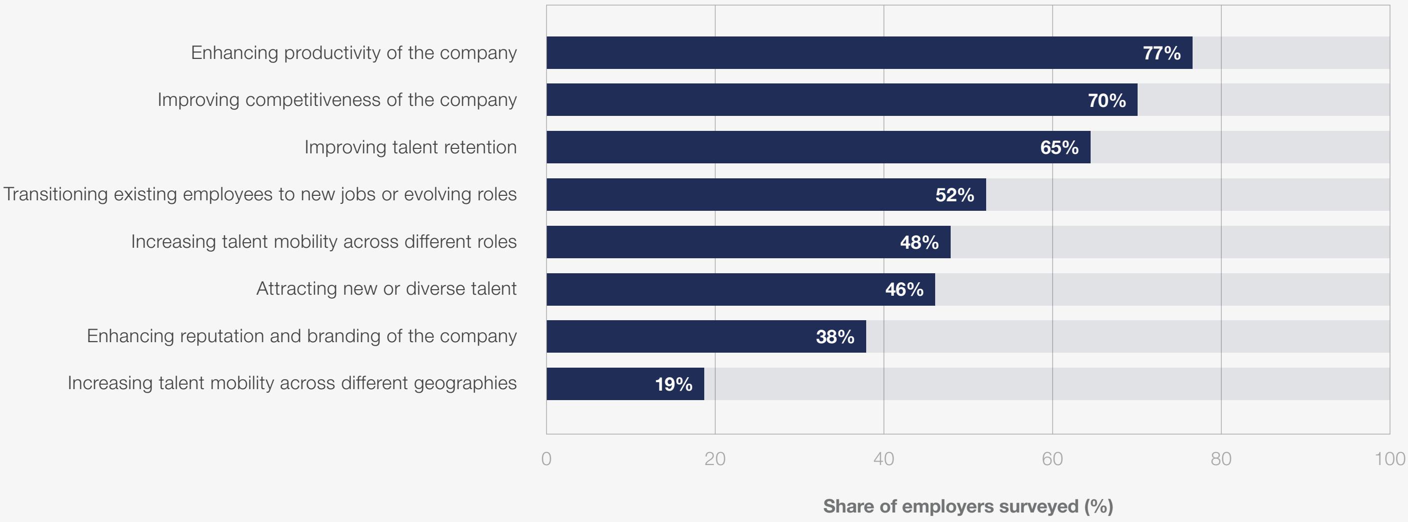
World Economic Forum, Future of Jobs Survey 2024.

The most common outcomes employers expect from their investment in training are enhanced productivity (cited by 77% of respondents) and improved competitiveness (70%). Talent retention ranks as the third-most important expected outcome of training programmes, though it plays a more central role in sectors such as Automotive and Aerospace, Electronics, and Production of Consumer Goods, where over 72% of employers highlight this as a key priority (Figure 3.11).

FIGURE 3.11

Expected outcomes from investing in training, 2025-2030

Share of employers expecting the stated outcome from investing in worker training programmes from 2025 to 2030.



Source

World Economic Forum, Future of Jobs Surveys 2024.

4 Workforce strategies

This chapter discusses workforce strategies that employers anticipate adopting in response to the macrotrends shaping the future of work and key barriers to organizational transformation. It also analyses employers' outlook on talent availability from now to 2030, and explores planned workplace practices and policies to achieve their organization's business goals, with a particular focus on the shifting relationship between humans and technologies.

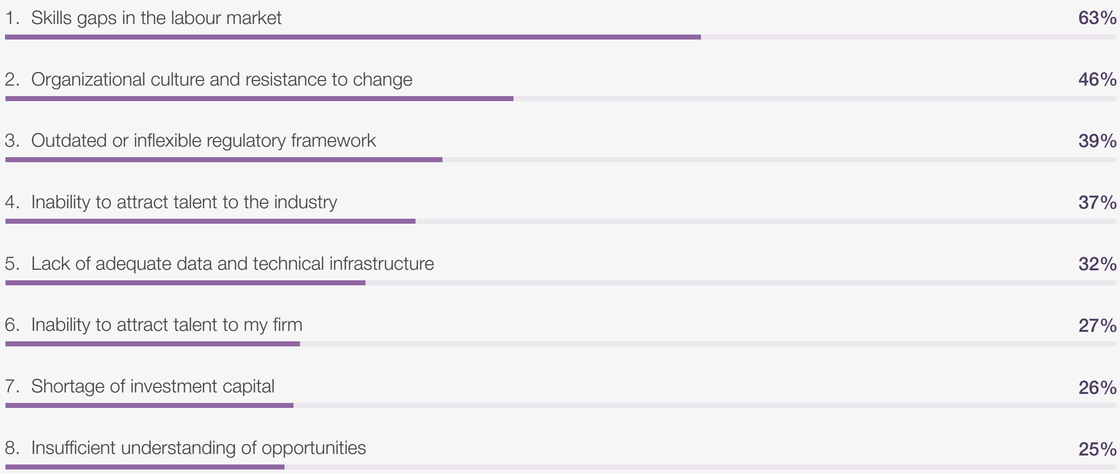
4.1 Barriers to transformation

Skill gaps in the labour market are the primary barrier to business transformation perceived by Future of Jobs Survey respondents for the 2025-2030 period, cited by 63% of surveyed employers (Figure 4.1). This is even more pronounced than the results described in the 2023 edition of the report, where skills gaps in the local labour market also topped the transformation barriers, backed by 60% of executives. This skill challenge persists across almost all industries and geographies, ranking first in 52 out of 55 economies and 19 out of 22 sectors.

FIGURE 4.1

Barriers to organizational transformation, 2025-2030

Share of employers surveyed expecting the stated barrier will hinder their organisational transformation.



Source

World Economic Forum, Future of Jobs Survey 2024.

The second most significant perceived barrier is organizational culture and resistance to change, identified by 46% of respondents as a key obstacle, which highlights the anticipated challenge of aligning internal processes, organizational structures, hierarchies and mindsets in responding to the trends and disruptions companies expect to face. Regulatory concerns are considered the third most relevant barrier, identified by 39% of employers. Moreover, 32% of respondents highlight a lack of adequate data and technical infrastructure as an additional obstacle. Other barriers, such as shortage of investment capital (26%) and insufficient understanding of opportunities (25%), are cited less frequently.

In the report's 2023 edition, more than half of respondents identified difficulties in attracting talent as a primary barrier. This year's survey distinguishes between industry attractiveness and firm-level attractiveness, and results show that 37% of companies view lack of industry attractiveness as a notable barrier, while 27% cite firm-specific issues.

Talent availability outlook

Employers' outlook on talent availability has decreased compared to the results highlighted in the report's 2023 edition. This year, only 29% of businesses expect talent availability to improve over the 2025-2030 period, a drop from 39% in 2023. By contrast, 42% of employers expect talent availability to decline over this period, resulting in a net negative talent availability outlook (-13% net expectation of improvement) and highlighting increasing concern among businesses regarding their ability to find the right future talent (Figure 4.2).

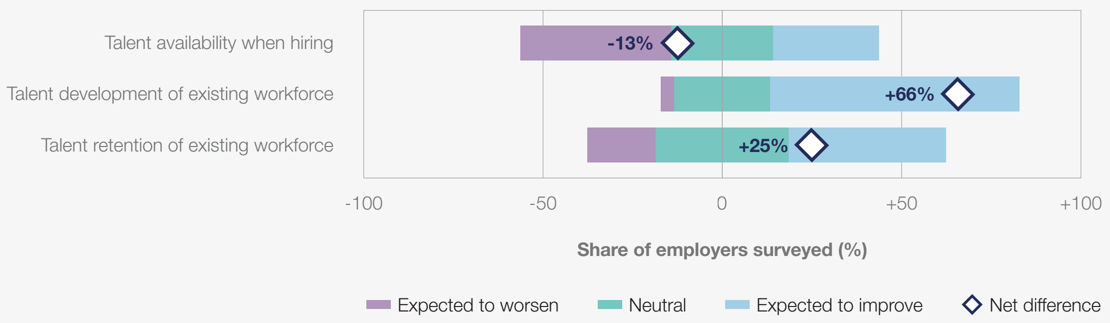
However, employers remain more broadly optimistic about the outlook for talent development. Seven in 10 respondents expect improvements in talent development within their organization by 2030. However, as noted in the report's 2023 edition, 77% of businesses expressed a positive view on the outlook for talent development, suggesting that some companies are re-evaluating their expectations.

With regard to talent retention, employers are similarly less positive than in the report's previous edition: Only 44% of surveyed organizations expect improvements in their ability to retain talent, a decline from 53% two years ago.

FIGURE 4.2

Talent outlook, 2025-2030

Share of employers surveyed expecting a positive, neutral and negative outlook for talent availability, talent development and talent retention over the next five years.



Source

World Economic Forum, Future of Jobs Survey 2024.

Country-specific variations in talent availability outlook, as shown for hiring in Figure 4.3, reflect broader demographic dynamics. For example, in the Middle East and North Africa, employers in countries such as Egypt (+39% net expectation of improvement), Morocco (+38%), and Bahrain (+31%) display high levels of optimism about talent availability, with the majority of respondents expecting hiring conditions to improve by 2030. By contrast, employers in European economies anticipate increasing challenges in hiring availability.

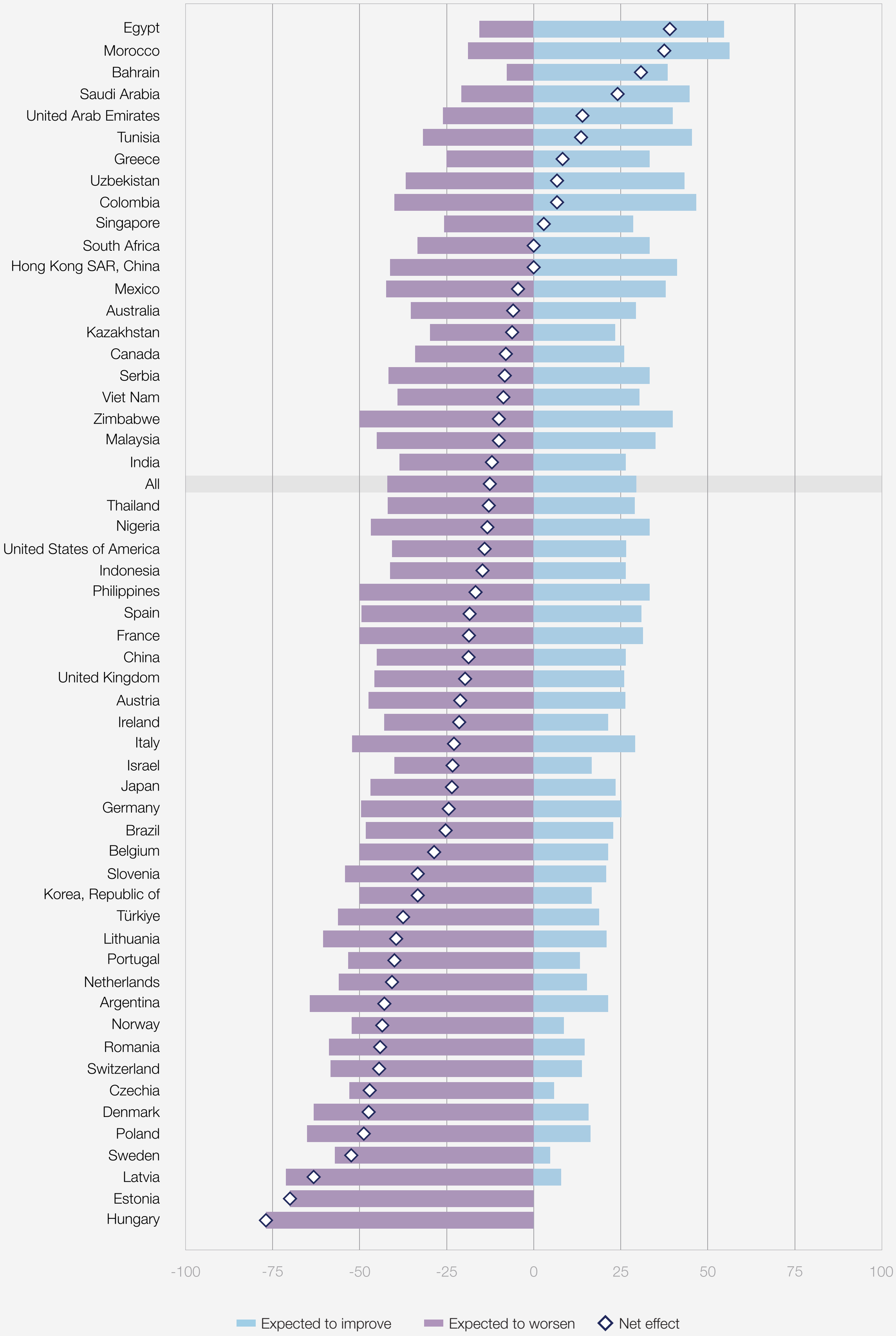
Expectations around talent development shows significant regional variation. For example, companies headquartered in Eastern Asia, Sub-Saharan Africa, and Central Asia generally report high levels of optimism for the next five years. By contrast, businesses headquartered in Europe, the Middle East and Northern Africa, and Northern America are more cautious than global averages with regard to their expectations.

As for talent retention, employers in high-income and upper-middle-income economies express greater concern compared to their counterparts in lower-middle-income economies.

FIGURE 4.3

Talent hiring availability, by economy, 2025-2030

Share of employers surveyed expecting a positive and negative outlook for talent availability in terms of hiring over the 2025 to 2030 period, and their net difference.



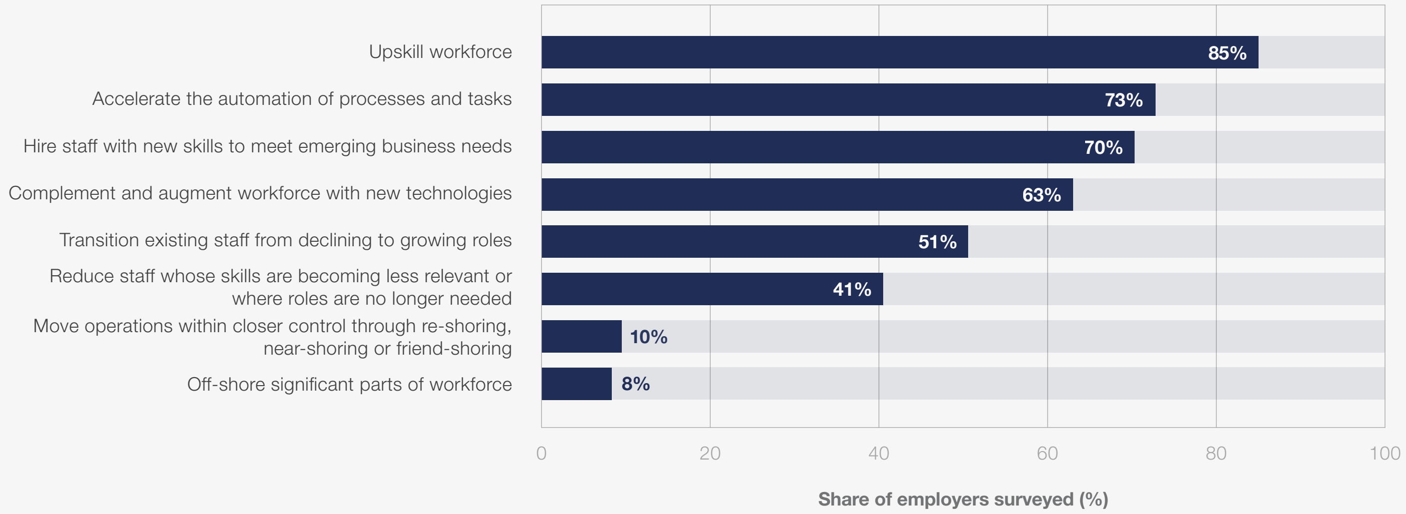
Source

World Economic Forum, Future of Jobs Survey 2024.

FIGURE 4.4

Workforce strategies, 2025-2030

Share of employers surveyed planning to adopt the stated workforce strategies.



Source

World Economic Forum, Future of Jobs Survey 2024.

Workforce strategy

Upskilling the workforce emerges as the most common workforce strategy in response to macrotrends, over the 2025-2030 period, with 85% of surveyed employers anticipating adopting this approach (Figure 4.4). Upskilling is identified as a top 3 priority across all geographies, and economies at all income levels, with employers in high-income economies (87%) slightly ahead of those in upper-middle-income (84%) and lower-middle-income (82%) ones.

Process and task automation is expected to be the second most common workforce strategy, with 73% of employers planning to accelerate their use of this approach – down from 80% as noted in the report’s 2023 edition. Additionally, 63% of employers intend to complement and augment their workforce with new technologies. Automation is a more pronounced strategy in high-income economies (77%), compared to upper-middle-income (74%) and lower-middle-income economies (57%).

Regarding adjusting the composition of their workforce, 70% of organizations surveyed plan to hire new staff with emerging in-demand skills, 51% intend to transition staff from declining to growing roles internally, while 41% foresee staff reductions due to skills obsolescence. A slightly higher share of employers plan to move operations within closer control through reshoring, nearshoring or friendshoring (10%) than those who plan to offshore significant parts of their workforce (8%).

4.2 Improving talent availability

Business practices

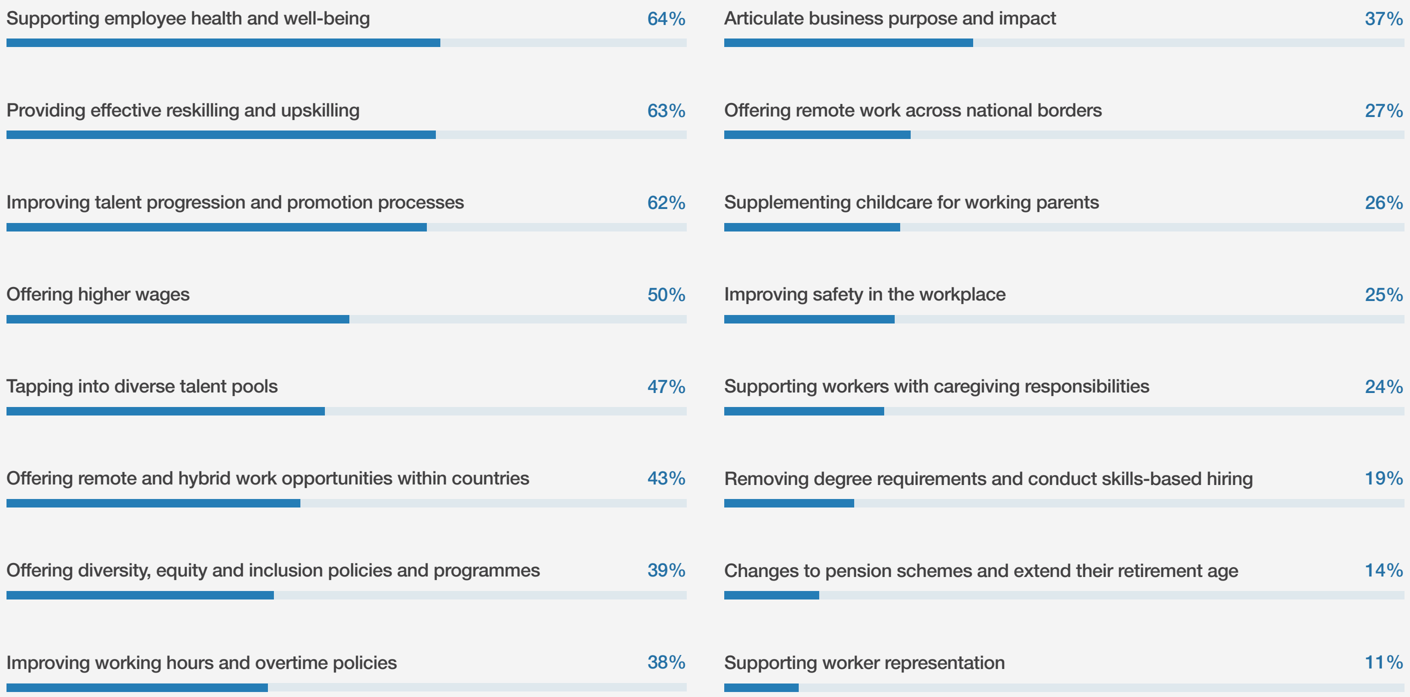
The importance of supporting employee health and well-being has newly emerged as a top priority to increase talent availability over the 2025-2030 period. As shown in Figure 4.5, 64% of employers now see promise in this approach, a marked rise from 9th place in the 2023 edition of this report to 1st this year. In fact, this newfound emphasis on this practice holds importance across industries, ranking first in eight sectors and consistently within the top four across all others. In the Insurance and Pensions Management sector, 85% of companies expect this practice to improve talent availability. The Accommodation, Food, and Leisure, and Education and Training sectors witnessed the largest jump in prioritizing employee well-being between 2023 and 2025.

Additional business practices identified as promising to increase talent availability include providing effective reskilling and upskilling opportunities[43], highlighted by 63% of organizations, this is particularly evident in the Government and Public sector, where four out of five respondents expect such measures to grow their talent base. Following closely behind, improving talent progression and promotion, previously ranked highest in the 2023 edition, remains a key focus for 62% of surveyed organizations. Higher wages are identified as a

FIGURE 4.5

Business practices to increase talent availability, 2025-2030

Share of employers surveyed identifying the stated business practices as promising to increase talent availability.



Source

World Economic Forum, Future of Jobs Survey 2024.

priority by 50% of respondents, with particular significance in the Education and Training sector, where 61% of employers emphasize this measure.

Tapping into diverse talent pools continues to increase in importance, with almost half of surveyed employers (47%) now emphasizing the potential of this strategy – a substantial increase from just over 10% in the report’s 2023 edition. These findings highlight the potential of skills-first approaches in identifying and attracting talent based on skills rather than traditional credentials.[44] In line with this, employers also show increased interest in offering flexibility measures, such as enabling remote work across national borders (27%) and supporting workers with caregiving responsibilities (26%).

By contrast, articulating business purpose and impact has seen a decline in emphasis, dropping from 4th place in the report’s 2023 edition, with 37% of employers highlighting the promise of this measure.

BOX 4.1

Talent availability: an employee perspective

In collaboration with ADP Research

To complement the Future of Jobs Survey’s focus on employer perspectives on talent availability, collaboration for this report with ADP Research has produced a data set that provides the employee perspective, aiming to understand the key factors and priorities that would make workers want to stay in a job. The resulting analysis reveals both convergences and divergences in priorities for talent attraction and retention (Figure B4.1).

Where employees’ reasons to stay and employers’ practices align include: improving talent progression and promotion processes (employer rank 3rd vs. employee rank 2nd), offering higher wages (employer rank 4th vs. employee rank 3rd), and providing remote or hybrid work opportunities (employer 6th vs. employee 4th).

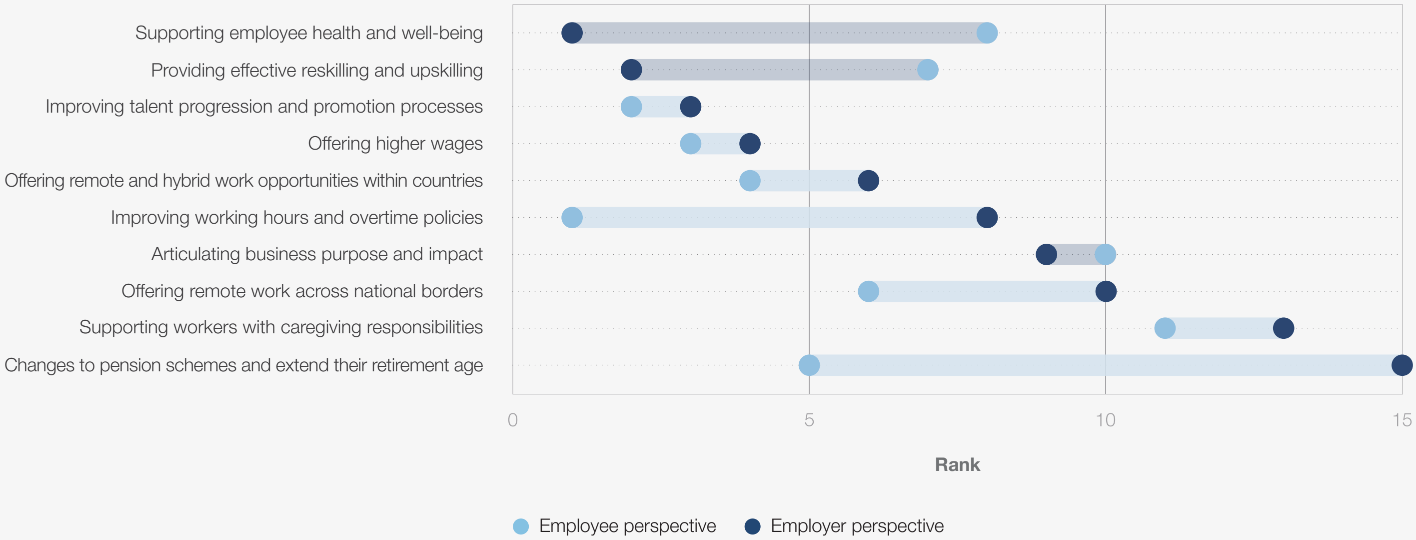
The findings also highlight areas of misalignment between employee and employer expectations. The divergence is most pronounced around supporting health and well-being and upskilling and reskilling, which are viewed as essential by employers, but less so by employees, who rank them 8th and 7th, respectively. By contrast, employees place higher value on working hours, which tops the list of desired policies, while employers rank this measure the eighth most effective strategy to boost talent availability; and pension policies, which rank 5th for employees – 10 places higher than for employers.

Both employees and employers placed less emphasis on supporting workers with caregiving responsibilities and articulating business purpose and social impact.

FIGURE B4.1

Business practices to boost talent availability: employee vs. employer perspective

Employee (ADP Research) and employer (Future of Jobs Survey) ranking of stated business practice to boost talent availability, and gap between the two.



Source

ADP Research and World Economic Forum analysis.

Note

In the ADP Research survey, the question is framed as follows: From the following list, which are the top three (perks) reasons you stay with your current employer? The options were matched with the list of business practices to boost talent availability in the Future of Jobs Survey.

Public policies

Globally, when asked about the public-policy interventions with the highest perceived potential to increase access to talent over the 2025-2030 period, employers identified funding for reskilling and upskilling (55%) and provision of reskilling and upskilling (52%) as the two most crucial policy measures (Figure 4.6). This points to businesses' desire for sustained public investment in skills development to align workforce capabilities with future labour-market demands.

Improving public education systems has risen in perceived priority and now ranks 3rd, with 47% of respondents highlighting this policy measure, up from 4th in the report's 2023 edition. In Israel, Kazakhstan and the Philippines, public education system improvements saw the largest increase in priority as a public policy measure to enhance talent availability, rising seven, six, and six places, respectively, compared to 2023. Simultaneously, wage-setting flexibility has moved to 5th place globally, up from 6th in 2023, with 38% of respondents highlighting this policy measure.

Wage subsidies saw the biggest decline in perceived importance, moving from 3rd in 2023 to 8th in this year's edition, with 26% of respondents pointing to it as a critical policy tool. Flexibility in hiring and firing practices, ranked 4th, has declined two places since 2023, now highlighted by 44% of employers. Despite the overall decline in emphasis on this measure, wage subsidies remain the top highlighted policy in Türkiye and Morocco, while hiring and firing flexibility is the most emphasized priority in eleven countries, including Australia, Brazil, Republic of Korea and Singapore.

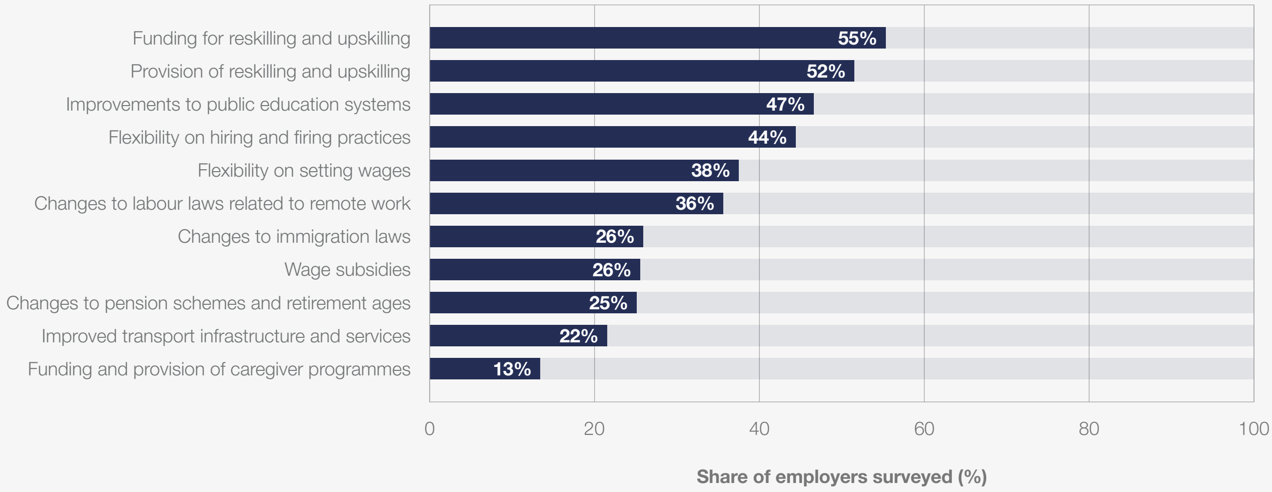
In light of demographic shifts, companies are increasingly exploring policy interventions aimed at broadening the talent pool. Changes to labour laws related to remote work are highlighted as a priority by 36% of employers, with strong demand in particular from companies headquartered in

Sub-Saharan Africa, as well as, from an industry perspective, in the finance industry (both Financial Services and Capital markets and Insurance and Pensions Management). Changes to immigration laws (26%) are less emphasized, with the exception of industries such as Production of Consumer Goods; Accommodation, Food, and Leisure; and Electronics. Meanwhile, a quarter of respondents (25%) highlight changes to pension schemes and retirement ages. Companies headquartered in Eastern Asia, where the effect of ageing workforces is currently more pronounced, favour this public policy. By contrast, few organizations headquartered in regions with younger populations, such as Sub-Saharan Africa and Southern Asia, see the potential of such policy intervention.

FIGURE 4.6

Public policies to increase talent availability, 2025-2030

Share of employers surveyed identifying the stated public policies as promising to increase talent availability.



Source

World Economic Forum, Future of Jobs Survey 2024.

Diversity, equity and inclusion

Globally, the Future of Jobs Survey finds increased emphasis by employers on diversity, equity and inclusion in the workplace, connected to a growing perception of its potential to increase talent availability. Tapping into diverse talent pools is now considered among the top 5 most impactful business practices to increase talent availability, compared to its 11th place ranking in the report's 2023 edition.

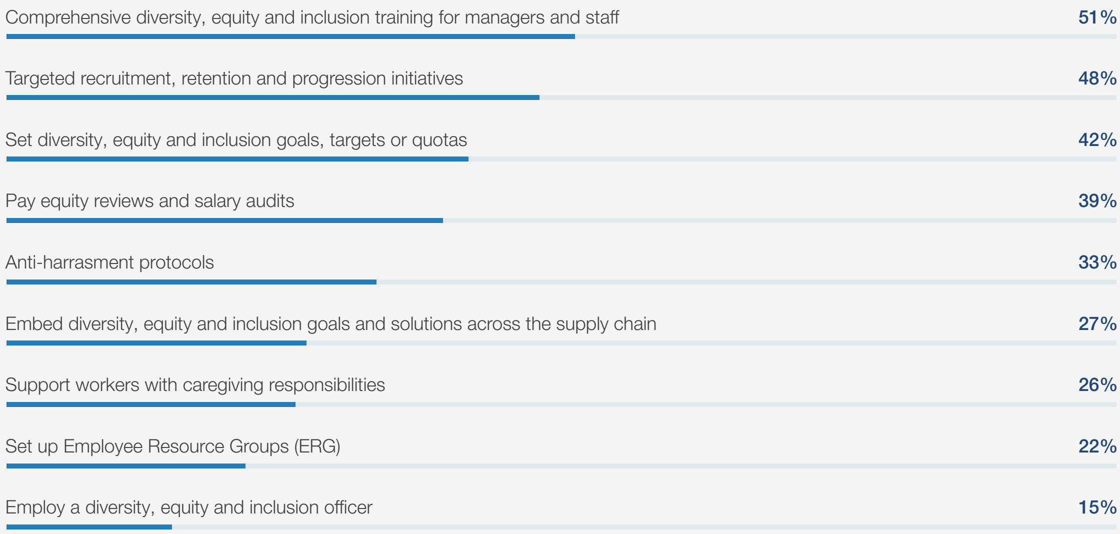
Eighty-three percent of surveyed employers have implemented diversity, equity and inclusion measures, an increase from 67% in 2023. This trend is especially strong among larger organizations, where nearly all companies with over 50,000 employees (95%) and those headquartered in Northern America (96%) report having such measures in place. By contrast, companies headquartered in lower-middle-income economies (75%) and smaller organizations (73%) are less likely to implement diversity, equity and inclusion measures.

As shown in Figure 4.7, 51% of employers plan to run diversity, equity and inclusion trainings for managers and staff, which remains the most common such programme element anticipated to be implemented by organizations in the next five years. This is closely followed by targeted recruitment, retention and progression initiatives (48%), with diversity, equity and inclusion goals, targets and quotas (42%) experiencing the fastest growth in anticipated adoption. In the report's 2023 edition, only one-quarter of companies had planned to adopt such targets (Figure 4.8). Pay equity reviews and salary audits, anti-harassment protocols and support for workers with caregiving responsibilities are also increasingly highlighted, with 39%, 33% and 26% of companies, respectively, planning to adopt these measures. Hiring diversity, equity and inclusion officers and supporting employee resource groups (ERGs) are less commonly mentioned, adopted by 15% and 22% of surveyed organizations, respectively.

FIGURE 4.7

Planned implementation of diversity, equity and inclusion measures, 2025-2030

Share of employers surveyed which plan to implement the stated measure.



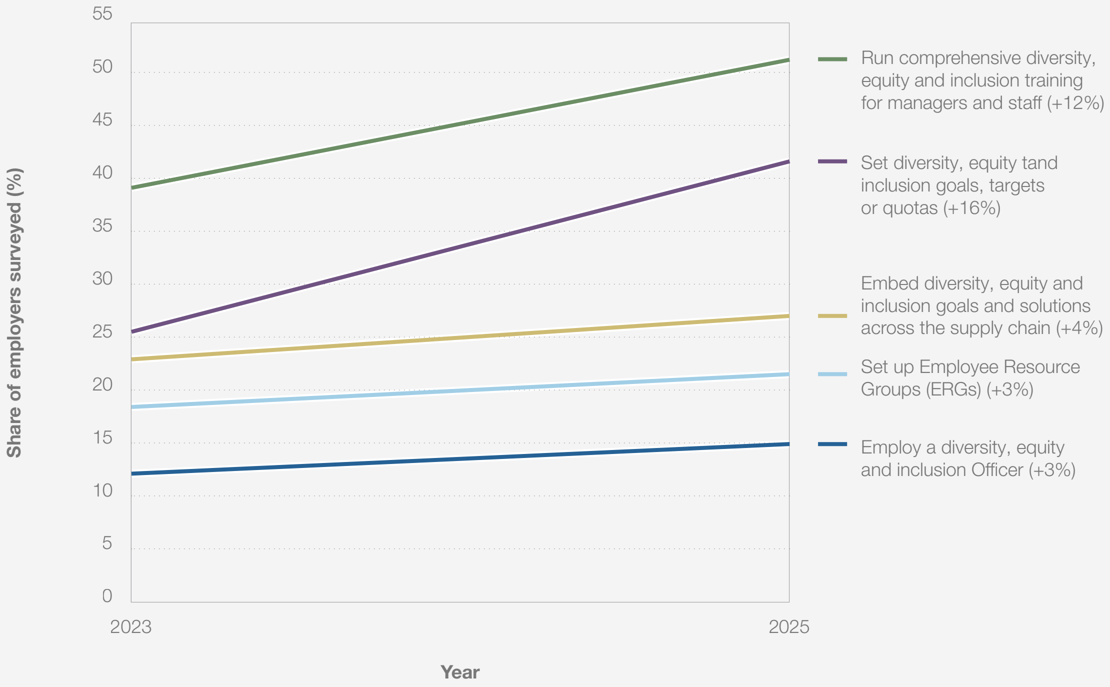
Source

World Economic Forum, Future of Jobs Survey 2024.

FIGURE 4.8

Planned implementation of diversity, equity and inclusion measures, 2023 vs. 2025

Change in share of employers surveyed planning to implement the stated measure.



Source

World Economic Forum, Future of Jobs Survey 2022 and Future of Jobs Survey 2024.

Geographic differences persist. For example, as shown in Table 4.1, companies headquartered in the Middle East and Northern Africa are less likely to engage in pay equity reviews (23%), while those in Latin America and the Caribbean are more inclined to implement anti-harassment protocols (54%). In Northern America, a significantly higher share (42%) of employers anticipates setting up ERGs.

TABLE 4.1

Planned implementation of diversity, equity and inclusion measures, 2025-2030, by region

Share of employers surveyed headquartered in each region planning to implement the measure.

	Central Asia	Eastern Asia	Europe	Latin America and the Caribbean	Middle East and Northern Africa	Northern America	South-eastern Asia	Southern Asia	Sub-Saharan Africa
Comprehensive diversity, equity and inclusion training for managers and staff	31	60	52	66	34	67	46	61	57
Targeted recruitment, retention and progression initiatives	42	36	44	59	35	79	46	54	71
Set diversity, equity and inclusion goals, targets or quotas	22	36	44	37	36	54	59	57	39
Pay equity reviews and salary audits	38	23	46	36	19	64	41	32	32
Anti-harrasment protocols	20	38	31	54	17	44	46	36	36
Embed diversity, equity and inclusion goals and solutions across the supply chain	9	30	28	31	21	44	23	25	32
Support workers with caregiving responsibilities	20	34	25	30	23	37	32	7	18
Set up Employee Resource Groups (ERGs)	9	9	22	29	17	42	32	21	11
Employ a diversity, equity and inclusion officer	16	9	16	7	11	27	18	21	11

Share of employers surveyed (%)

0 25 50 75 100

Source

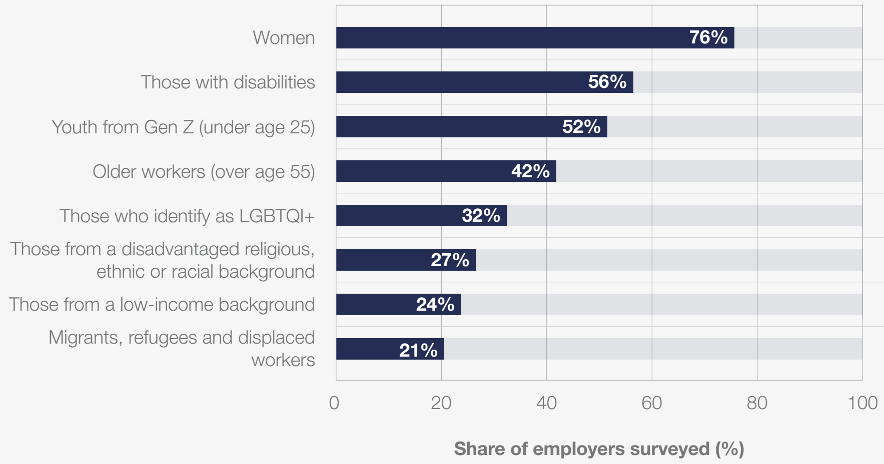
World Economic Forum, Future of Jobs Survey 2024.

In terms of employee demographics, women are considered the highest priority group for surveyed employers' diversity, equity and inclusion programmes worldwide, with 76% of respondents anticipating a focus of their measures on this group (Figure 4.9). Workers with disabilities (56%) and 'Gen Z' youth (those under the age of 25) (52%) are the second- and third most considered groups. Older workers (those over the age of 55) and those identifying as LGBTQI+ are anticipated to be a focus for 42% and 33% of surveyed employers, respectively. Finally, 27% of respondents anticipate a focus on individuals from disadvantaged religious, ethnic, or racial backgrounds. This represents a decline from the report's 2023 edition, when nearly two-fifths of employers expected to be focusing on individuals from these groups. Workers from low-income backgrounds (24%) and migrants, refugees and displaced workers (21%) are the least commonly mentioned groups.

FIGURE 4.9

Diversity, equity, and inclusion priority groups, 2025-2030

Share of employers surveyed expecting to focus diversity, equity and inclusion measures on the stated demographic group over the 2025 to 2030 period. Top three economies with the highest share of employer responses for each group.



Top 3 economies

Colombia	Ireland	Saudi Arabia
Egypt	Philippines	Israel
Portugal	Morocco	Tunisia
Estonia	Lithuania	Latvia
Ireland	Switzerland	Norway
Ireland	South Africa	Egypt
Egypt	Tunisia	Hong Kong SAR, China
Denmark	Belgium	Lithuania

Source

World Economic Forum, Future of Jobs Survey 2024.

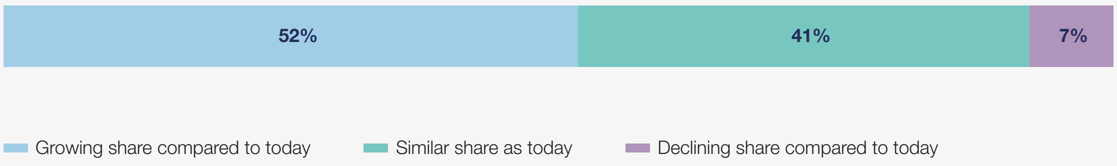
Wages

As the labour market experiences shifts in workforce dynamics due to macrotrends such as technological change, demographic shifts and economic uncertainty, wage dynamics have become an increasingly important factor for understanding the shape of future labour markets. As revealed by the Future of Jobs Survey, more than half (52%) of employers globally expect to see an increase in the share of their revenue allocated to wages over the 2025-2030 period, 41% of surveyed employers anticipate their current wage allocation to remain stable, while 7% foresee a reduction by 2030 (Figure 4.10).

FIGURE 4.10

Wage outlook, 2025-2030

Share of employers surveyed projecting the share of wages and other forms of workers' compensation as a percentage of the company's total revenue to increase, remain stable or decline.



Source

World Economic Forum, Future of Jobs Survey 2024.

Smaller companies exhibit higher expectations regarding growth of wages as a share of total revenues, with 57% of employers with fewer than 1,000 employees anticipating an increase in wage share. By contrast, only 45% of employers with 10,000–50,000 employees and 47% of those with over 50,000 employees expect to see the same.

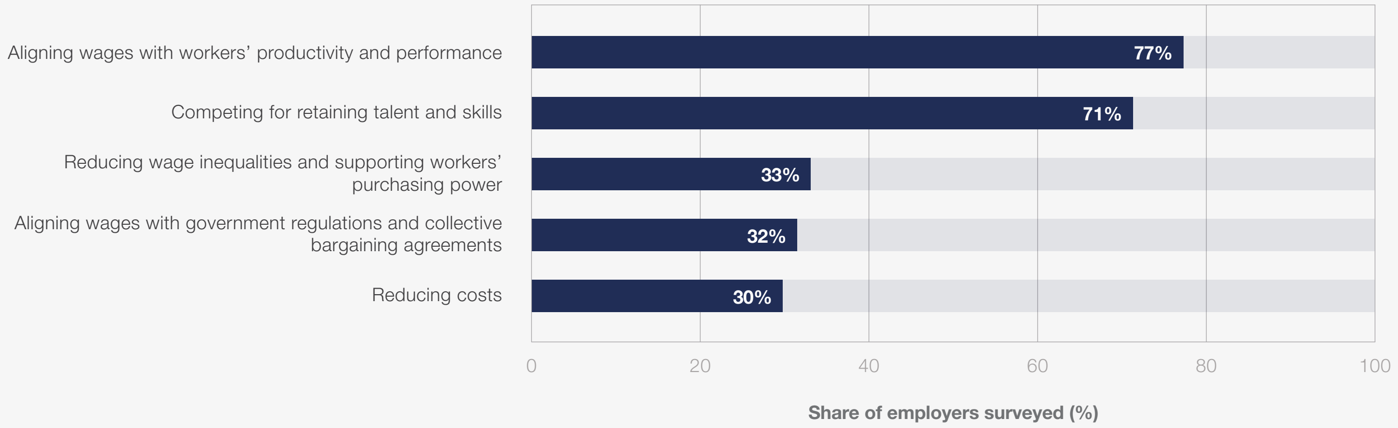
In shaping wage and compensation policies, two factors stand out globally: workers' productivity and performance (cited by 77% of respondents) and competing to retain talent (cited by 71%) (Figure 4.11). Sector-wise, only six industries expect an emphasis on competition for talent over productivity and performance as a factor in their wage considerations: Electronics, Insurance and Pensions Management, Professional Services, Real Estate, Medical and Healthcare Services, and Government and Public Sector. All other industries anticipate a focus on productivity as the more crucial factor when designing wage strategies over the 2025-2030 period.

Geographically, surveyed companies operating in 32 economies highlight wage alignment with productivity and performance as the key factor, while respondents in 28 economies indicate a greater focus on competition for talent when determining wage strategies. Wage inequalities (cited by 33% of respondents), government regulations and collective bargaining (32%), and cost reduction strategies (30%) are also influencing compensation decisions globally.

FIGURE 4.11

Wage strategies, 2025-2030

Share of employers surveyed expecting the stated factor will drive decisions in designing wage and compensation policies over the 2025 to 2030 period.



Source

World Economic Forum, Future of Jobs Survey 2024.

BOX 4.2

Wage premium for skills and experience

In collaboration with ADP Research

Given shifting global workforce dynamics, how are differences in education, training and experience reflected in wages? Analysis conducted by ADP Research for the Future of Jobs Report 2025 addresses this question by analysing monthly wage data of workers in the United States according to Occupation Information Network (O*NET) job zones. The O*NET data assigns all occupations to job zones, from entry-level positions needing minimal preparation (Job zone 1) to highly specialized roles with extensive preparation, usually demanding graduate school education and extensive job training and work experience (Job zone 5). The research analyses wages at each job zone to calculate a wage premium from one level of workforce preparedness to another.

Workers' median and mean wages increase as the job zone level increases (Figure B4.2A). On average, the median wage is 37% higher for each job zone level (Figure B4.2B). The highest gap between levels is 48%, which is the difference in median wage between job zone 3, where workers such as Security Guards and Dental Laboratory Technicians usually receive vocational training or an associate degree, and job zone 4, where workers have considerable preparation for the job. The lowest median wage premium gap is 27%, between job zone 4 and job zone 5, which is made up of primarily specialized roles that require extensive training, such as Pharmacists, Lawyers and Biologists.

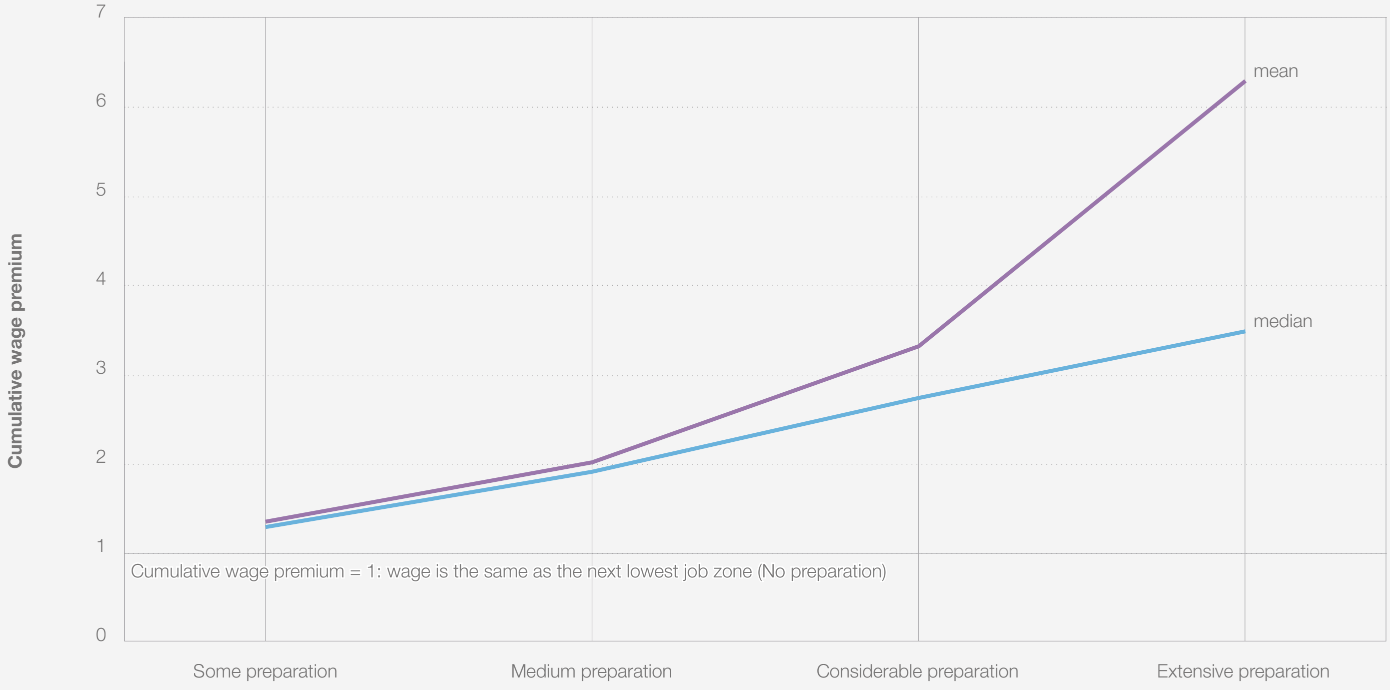
The mean wage premium is higher, averaging 58% per job zone level, with the marginal premium spiking the jump from jobs requiring considerable preparation, such as Real Estate Brokers and Sales Managers, to specialized roles with extensive preparation, the highest level.

The gap between the median and mean wage premium – the two curves in Figures B4.2A and B – indicates that there exists a wide pay range within the same job zone, and that wider pay ranges are more prevalent for workers in more specialized roles.

FIGURE B4.2A

Cumulative wage premium by skill level

Ratio to the lowest job zone for mean and median gross wages.



Source

ADP Research

FIGURE B4.2B

Marginal wage premium by skill level

Ratio to next-lowest job zone for mean and median of gross wages.

Source

ADP Research

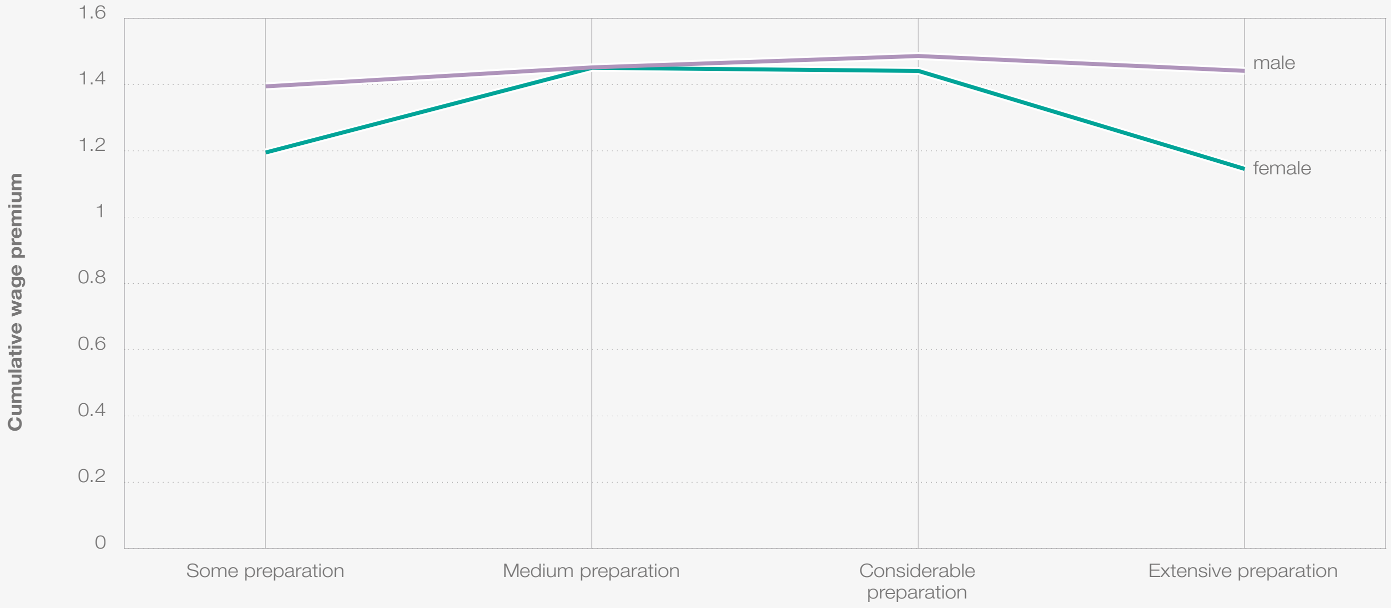
Assessing the wage premium for skills through a gender lens reveals that men tend to have a higher wage premium across all zone transitions except one. Men, on average, experience a 44% wage premium between job zones, whereas women see a 30% premium (Figure B4.3).

Gender disparities are most pronounced at specific transitions. While male workers receive a wage premium of 39% at the point of transition from jobs that require little preparation to jobs that require some preparation, the equivalent wage premium for female workers is only 19%. At the upper end of the job complexity spectrum, women only receive a 15% higher wage for working in specialized jobs that require extensive preparation compared to jobs that require considerable preparation. This contrasts sharply with a 44% higher median wage at this transition point for men.

FIGURE B4.3

Marginal wage premium: female vs. male workers

Marginal wage premium (ratio to next-lowest job zone) for median of gross wages.



Source

ADP Research

Approaches to skills assessment

Removing academic degree requirements and conducting skill-based hiring is an increasingly recognized approach to expanding talent availability.[45] As shown in Figure 4.12, work experience continues to be the most common assessment mechanism in hiring processes, with 81% of businesses expecting to continue to rely on it over the 2025-2030 period. This is consistent with previous editions of the report, underlining the value employers place on practical, on-the-job learning and achievements. Only 4% of companies report that they do not assess the skills of prospective employees, highlighting that skills evaluation is almost universal across industries.

The second most common method of evaluation is skills assessments, expected to be utilized by 48% of employers, highlighting a growing emphasis on directly testing candidates' competencies rather than relying solely on their resumes. In addition, psychometric tests are planned to be used by 34% of businesses, reflecting an increased focus on evaluating candidates' behavioural traits, cognitive abilities and cultural fit.

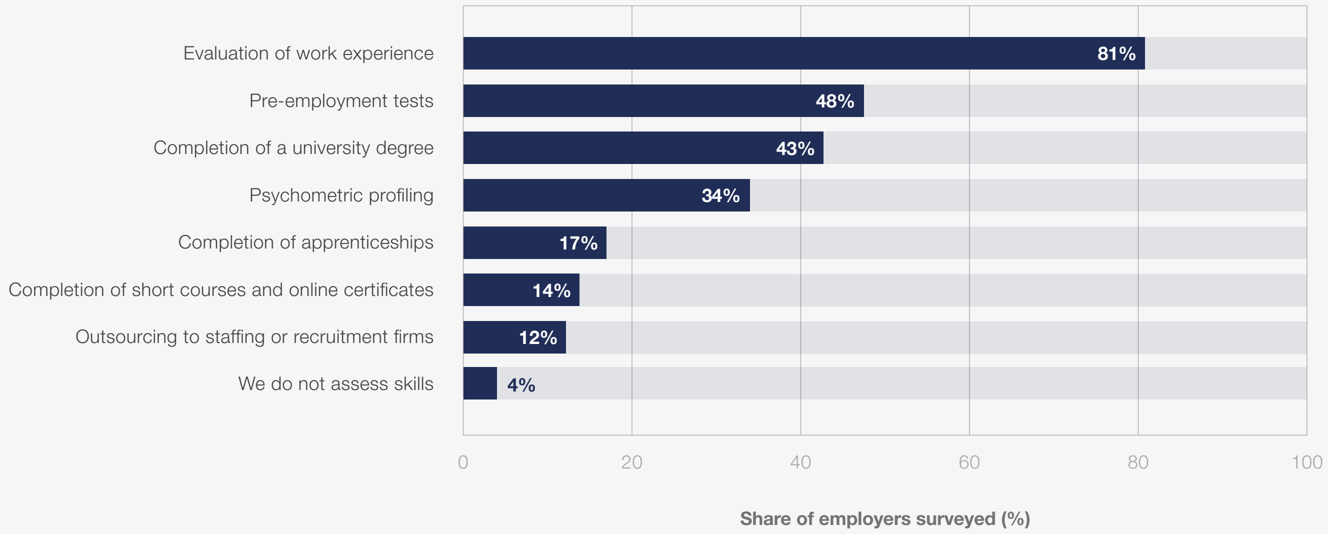
The requirement of a university degree features in third place of employers' approaches to skills assessment, with 43% of respondents expecting to continue to use degrees as a requirement by 2030. Comparison with the previous edition of this report shows that employers are increasingly focusing on work experience and psychometric testing over traditional credentials like university degrees. This shift signals a growing recognition that practical skills and cognitive abilities may be more indicative of future job performance than formal educational qualifications, in addition to expanding the talent pool. O*NET's database of job experience requirements reveals that 14 of the 15 fastest-growing jobs over 2025 to 2030 primarily require a university degree, while only seven of the 15 largest-growing roles demand an advanced degree. This reliance on traditional credentials in rapidly expanding roles could exacerbate talent shortages. Adopting a skills-first approach can broaden talent pools and strengthen talent pipelines for these future roles.[46] Moreover, the diverse requirements of the largest-growing jobs highlight the critical role of occupations that are often accessible through vocational training, apprenticeships, on-the-job experience, or associate degrees.

However, the expected use of apprenticeships, short courses and online certificates in skills assessment has seen a slight decline since the report's 2023 edition: 17% of employers anticipate prioritizing apprenticeships while 14% plan to consider online certificates in their hiring decisions.

FIGURE 4.12

Skill assessment mechanisms, 2025-2030

Share of employers surveyed which will prioritize the following ways to assess skills when hiring.



Source

World Economic Forum, Future of Jobs Survey 2024.

Workforce strategies in response to AI adoption

The Future of Jobs Survey finds that 86% of employers expect AI and information processing technologies to transform their business by 2030. In the Financial Services (97%) and Electronics (95%) sectors, anticipated AI exposure is notably higher than the global average. By contrast, employers in sectors such as Energy Technology and Utilities (72%) and Government and Public Sector (76%) expect lower exposure to AI disruption by 2030. Larger organizations are considering it more likely that their business model will be transformed by AI: only 6% of companies with over 50,000 employees expect low AI exposure by 2030, compared to 16% of companies with fewer than 1,000 employees and 15% of those with 1,000-5,000 employees.

Complementing the Future of Jobs Survey, the World Economic Forum's Executive Opinion Survey captures insights from more than 11,000 executives worldwide. Regarding barriers to AI adoption, as presented in Figure 4.13, half of executives worldwide highlight a lack of skills to support adoption as the top barrier. This is closely followed by a lack of vision among managers and leaders (43%). Other obstacles include high costs of AI products and services (29%), lack of customization to local business needs (24%), complex regulations around AI and data usage (21%), and limited consumer demand (16%). Overall, these results point to a persistent gap in skills required for AI adoption, both for managers and workers.

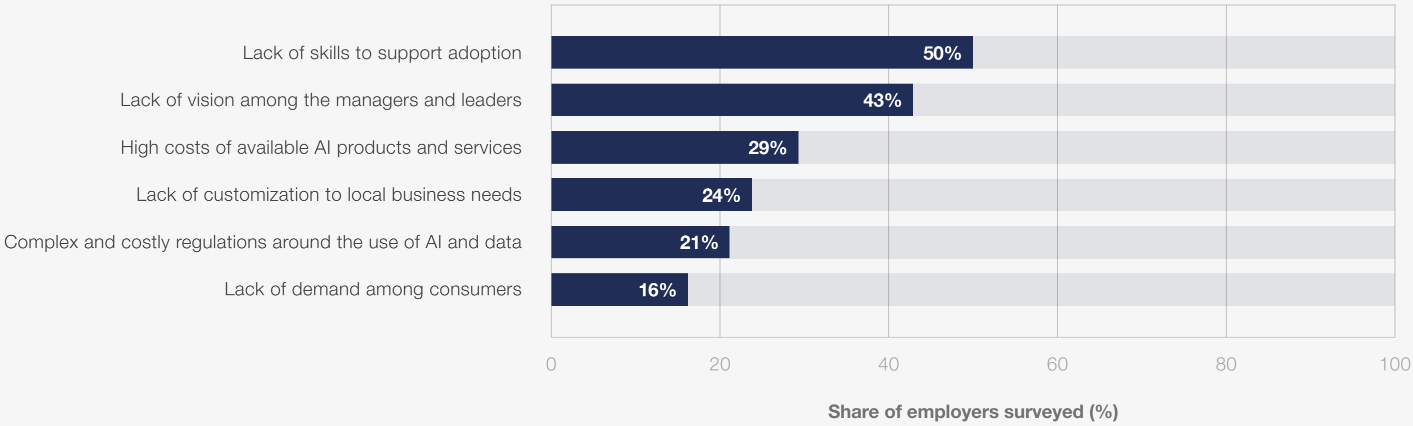
In response to expected AI disruption, reskilling and upskilling of the existing workforce to work more effectively alongside AI emerges as the most anticipated workforce strategy for companies headquartered in 45 out of the 55 economies covered by the report. By 2030, 77% of surveyed employers plan to implement this strategy (Figure 4.14).

In addition, 69% of respondents plan to recruit talent skilled in AI tool design and enhancement, and 62% anticipate focusing on hiring individuals with skills to work with AI. Almost half of organizations are expecting to reorient their business models toward new AI-driven opportunities (49%), while 47% plan to transition employees from AI-disrupted roles to other positions. While most employers plan to hire new people with AI relevant skills, a significant share (41%) also expect to downsize their workforce as AI capabilities to replicate roles expand.

FIGURE 4.13

Barriers to AI adoption

Share of employers expecting the stated barrier will hinder the adoption of AI among local businesses.



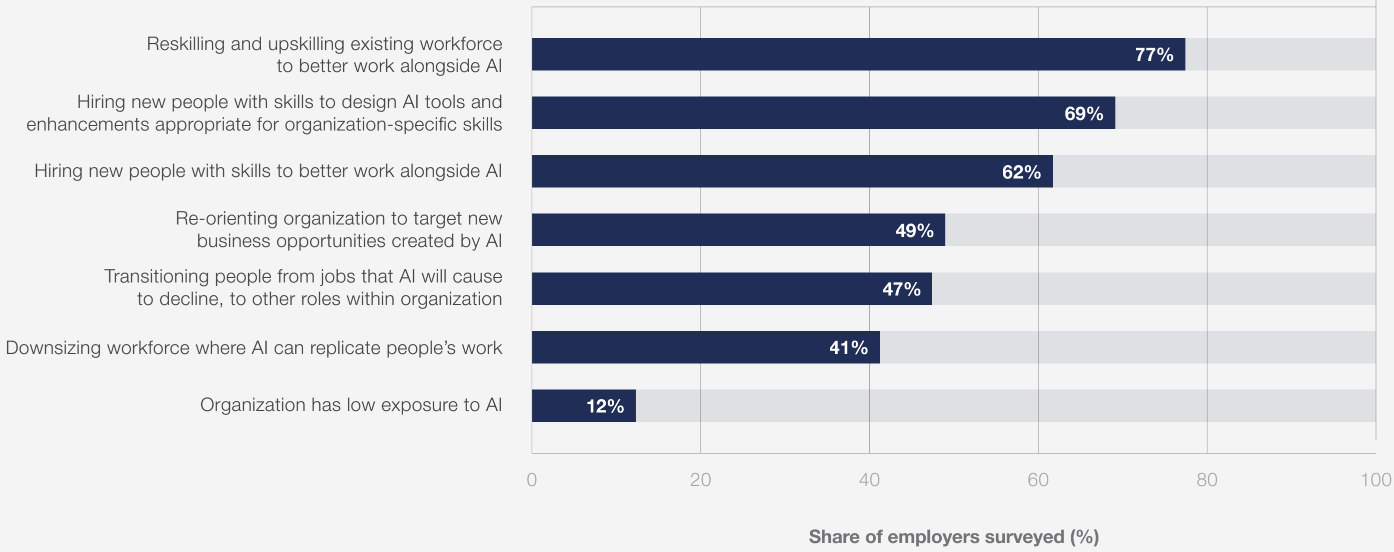
Source

World Economic Forum, Executive Opinion Survey 2024.

FIGURE 4.14

Workforce strategy in response to AI, 2025-2030

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence.



Source

World Economic Forum, Future of Jobs Survey 2024.

BOX 4.3

Relative AI job and skill concentration, by industry

In collaboration with LinkedIn

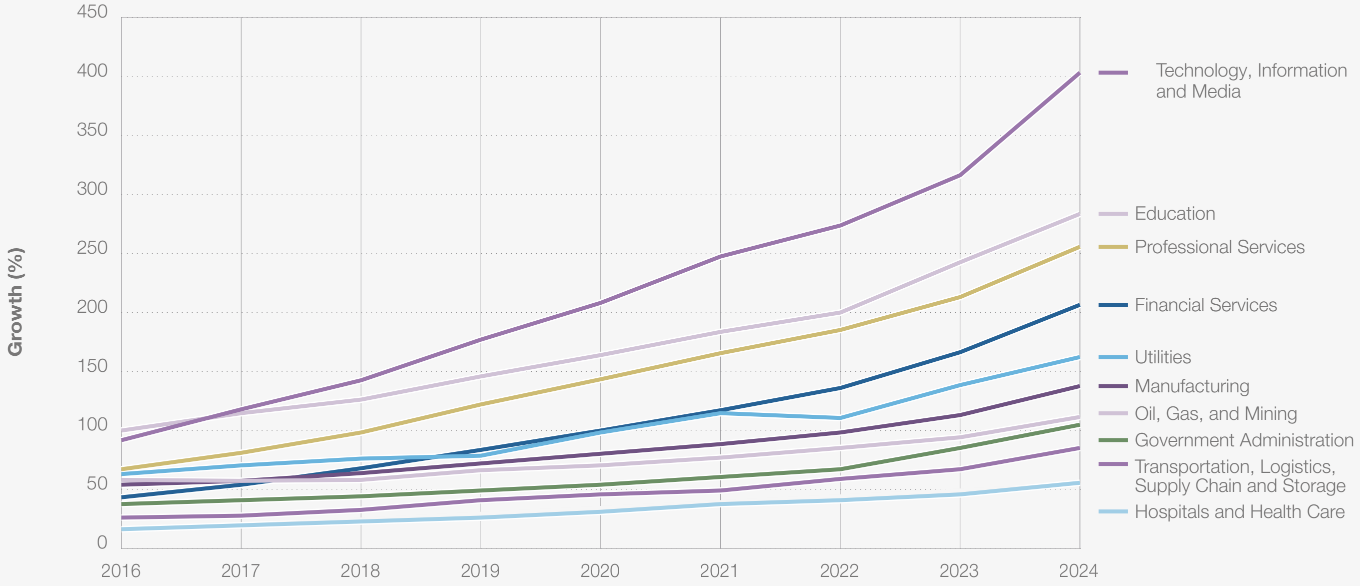
Analysis conducted by LinkedIn for the Future of Jobs Report 2025 assesses the relative AI job and skill concentration for 10 industries. This data is calculated by assessing the number of AI occupations and the number of LinkedIn members with at least two reported AI-related skills for each industry. As shown in Figure B4.4, to enable industry comparisons, each sector's AI concentration is benchmarked against the 2016 value of the industry with the highest AI concentration in 2016 (Education).

This analysis helps illustrate which industries have seen the greatest AI uptake, in terms of AI-related jobs and skills as well as AI concentration trends over time. While AI concentration has at least doubled across nearly all industries since 2016, the relative ranking of industries has stayed largely stable. Over the last five years, the order of industries with the highest AI concentration has remained unchanged.

FIGURE B4.4

Growth in relative concentration of AI technologies, by industry, 2016-2024

AI concentration by industry, relative to 2016 value of the leading industry (2016 value = 1).



Source

LinkedIn.

5 Region, economy and industry insights

The impact of macrotrends on labour markets over the 2025-2030 period will have both common and sector- and region/economy-specific characteristics across industries and geographies around the world. This chapter highlights key findings from the Future of Jobs Survey as they relate to the expected jobs landscape, anticipated skills needs and planned workforce strategies of employers at regional, economy and industry levels – and offers insights into how businesses in specific economies and sectors are navigating these transformations.

In addition to the insights presented in this chapter, Part 2 of the report provides detailed region, economy and industry profiles for all geographies and sectors featured in the report, and the corresponding data may also be accessed online, via an interactive data explorer tool, at: https://www.weforum.org/publications/the-futureof-jobs-report-2025/future-of-jobs-data-explorer-2025.

5.1 Region and economy insights

Eastern Asia and Oceania

Companies headquartered in **Eastern Asia** expect aging and declining working-age populations and slower economic growth to transform the region's labour markets by 2030. Organizational culture and resistance to change are perceived as a significant barrier to business transformation by 64% of employers in the region, above the global average of 46%. Industry talent shortages are likewise seen as a key barrier to transformation by 53% of companies. To address these challenges, businesses operating in China and Republic of Korea are investing in technologies to automate and augment their workforce, while those operating in Japan and Hong Kong SAR, China, are increasingly tapping into diverse talent pools.

Over the next five years, more than half of companies operating in **China** expect geoeconomic fragmentation and increased efforts in climate mitigation to shape their businesses, above a global average of 34% and 47%, respectively. More than 90% of employers identify AI and robotics as key technologies to transform their organization, while 43% identify new materials and 19% identify biotechnology, a higher share than their global peers (30% and 11%, respectively). Industry talent shortages are highlighted by 38% of businesses operating in the country. According to more than half of employers, government's funding for reskilling and upskilling and increased flexibility on hiring and firing practices could contribute to increase talent availability, while only 9% expect to see benefits from increased public support for caregivers.

In **Hong Kong SAR**, **China**, 60% of businesses include increased focus on labour and social issues among the top trends impacting their organization, which is significantly higher than the global average of 46%. This is followed by broadening digital access (60%) and increased climate-mitigation efforts (56%). Technology is seen as central to workforce planning, with 76% of companies aiming to augment their workforce using new technologies. Businesses operating in Hong Kong SAR, China expect 43% of tasks to be completed primarily by technology by 2030, surpassing the global estimate of 34%. Efforts to broaden hiring are evident, as 76% of employers plan to tap into diverse talent pools, compared to 47% globally. Moreover, 82% of businesses are planning to implement targeted recruitment, retention, and progression initiatives, exceeding the global average of 48%.

Overall, 69% of employers in **Japan** highlight ageing and declining working-age populations as a critical trend impacting their organization by 2030, exceeding the global average of 40%. According to 55% of respondents, cultural resistance to change remains a barrier to business transformation, alongside skills gaps (41%) and industry talent shortages (49%). Information Security Analysts and Data Analysts and Scientists are projected to be among the top growing jobs in the country. In response, businesses operating in the country are planning to prioritize access to diverse talent

and supporting reskilling. Employers also share expectations for greater government involvement in provisioning and funding of reskilling and upskilling.

Geoeconomic fragmentation and advances in frontier technologies are likely to drive labour-market transformation in **Republic of Korea** in the next five years: 71% of companies operating in the country highlight increased geopolitical tensions as a key trend impacting their business, more than twice the global average, and 53% mention increased restrictions to global trade. Businesses in Republic of Korea are ahead of global peers in technologies such as semiconductors and new materials. Talent shortages at the industry level are a concern for 47% of respondents. Companies are planning on addressing skills gaps by hiring staff with emerging skills (92%) and adopting technologies to augment the workforce (83%). Additionally, employers operating in Republic of Korea plan to explore workforce strategies such as supplementing childcare for working parents (50%) to attract and retain talent.

Businesses operating in **Australia** foresee a complex mix of technological, green and demographic transitions, as well as geoeconomic fragmentation: 65% of employers identify skills gaps, while 45% view inability to attract talent to the industry as a key business challenge over the 2025-2030 period. To address the increasing need for skilled talent, 45% of respondents hope for changes to immigration policies to attract global talent, compared to a global average of 26%. Additionally, 49% of businesses operating in Australia anticipate offering cross-border remote work options, nearly double the global average, and 63% identify tapping into diverse talent pools as an effective approach to increasing talent availability in the country.

South-Eastern Asia

Advances in technology, uncertain economic outlook and increasing geoeconomic fragmentation are foreseen to be shaping labour markets in **South-Eastern Asia** over the 2025-2030 period. To prepare for these disruptions and meet emerging business needs, employers headquartered in the region are particularly focused on upskilling their workforce (96%, compared to 85% globally) and hiring staff with new skills (86%, compared to 70% globally), with a large number of businesses in Indonesia, Malaysia and the Philippines also expecting to address these challenges by facilitating internal job transitions. Finding skilled talent continues to be seen as a main barrier to business transformation, with employers in Singapore and Viet Nam, in particular, calling for policy reforms to expand the talent base in these countries.

Digitalization is perceived as the most important driver of labour-market transformation in **Indonesia** by 2030, with 83% of businesses operating in the country expecting this trend to impact their organization, compared to 60% globally. Forty-one percent of employers also highlight increased restrictions on trade and investment as a key trend impacting their businesses, which is almost twice the global average. A higher share than global peers aim to leverage new materials and composites (52%) as well as sensing, laser and optical technologies (39%). Workforce strategies are expected to focus on transitioning employees from declining to growing roles, with AI Specialists and Sustainability Specialists leading job growth, and administrative and data entry roles in decline.

Overall, companies operating in **Malaysia** expect increased restrictions on global trade and investment (45%), alongside a heightened focus on government subsidies and industrial policy (34%) and stricter anti-trust regulations (31%) to drive transformation of their businesses by 2030. These responses are all above the respective global averages. Employers also regard broadening digital access as a key driver of transformation, highlighted by 79% of respondents. In response to these disruptions, businesses in Malaysia are exploring distinct approaches to reskilling: While most organizations anticipate self-funding their training programmes, 32% of reskilling efforts are expected to be co-funded across the industry, twice the global level. In addition, 35% of employers in the country plan to consider completion of short courses and online certifications when assessing skills of job candidates, more than twice the global average (14%).

Broadening digital access and climate mitigation and adaptation efforts are expected to jointly shape labour-market dynamics in **the Philippines** by 2030. With two-thirds of employers in the country identifying skills gaps as a barrier over the next half decade, businesses are planning to scale up their reskilling efforts: 68% of Filipino workers are expected to require training to meet evolving skill demands (compared to 59% globally), but only 38% of workers are reported to have completed training today (compared to 50% globally). Employers operating in the Philippines anticipate that almost three in 10 workers will be upskilled and then re-deployed to new roles.

In **Singapore**, 64% of employers operating in the country expect their business to be impacted by geoeconomic fragmentation, twice the global average. Similar to global and regional peers, firms in Singapore expect skills gaps, regulatory barriers and organizational resistance to hinder business transformation. Notably, 97% of companies plan to prioritize upskilling as their key workforce strategy, significantly above global levels. Hiring staff with emerging skills and process automation are also among anticipated key workforce strategies. While a skills-first approach is perceived as having the potential to expand Singapore's talent pool, 58% of employers expect to continue prioritizing university degrees in hiring decisions, which is higher than the 43% global average.

Economic uncertainty is top of mind for employers operating in **Thailand**, with 73% of respondents expecting slower growth to impact their business by 2030 – above the global average of 42% – and rising inflation and climate-mitigation efforts among other anticipated key trends. Talent acquisition is seen as challenging, with 62% of respondents facing difficulty attracting talent to their industry and 46% to their firms. Employers in Thailand are increasingly planning on leveraging diversity,

equity and inclusion programmes (64%) and supplementing childcare for working parents (45%). With regard to public policies, funding for reskilling and upskilling and flexibility on hiring and firing practices are seen as the two most beneficial policies to expand the talent base.

A majority of companies operating in **Viet Nam** expect increased digitalization, climate mitigation action and higher cost of living to shape the transformation of their business models over the 2025-2030 period. About one in two employers also highlights restrictions on global trade and investment among the most impactful trends for their business, twice the global average of 23%. For more than 60% of firms in the country, adapting to these trends is perceived to be made more difficult by existing skills gaps in the labour market, while 55% of respondents mention inadequate data and technical infrastructure and 41% point to limited understanding of emerging opportunities. To close skills gaps, a majority of employers in the country expect the most impactful public-policy measures to be increased public funding for reskilling and upskilling as well as more flexible hiring and firing practices. Half of respondents also point to adjustments to immigration laws (50%, compared to 26% globally) and retirement ages (46%, compared to 25% globally).

Central Asia and Southern Asia

Increased digital access, geopolitical tensions and climate-mitigation efforts are the primary trends expected to shape the future of jobs in **India** by 2030. Similar to their global peers, companies operating in the country are heavily investing in AI, robotics and autonomous systems, and energy technologies. Employers in India are also planning to outpace global adoption in certain technologies, with 35% expecting semiconductors and computing technologies and 21% expecting quantum and encryption to transform their operations. The country's projected fastest-growing job roles – including Big Data Specialists, AI and Machine Learning Specialists, and Security Management Specialists – align closely with these trends. To address talent needs, companies operating in India expect tapping into diverse talent pools (67%, compared to 47% globally) and adopting skills-based hiring by removing degree requirements (30%, compared to 19% globally) to be effective.

Companies operating in **Kazakhstan** expect broadening digital access, rising cost of living and slower economic growth to significantly impact their business models in the next five years. Technological trends related to AI, robotics and autonomous systems are also expected to have a significant – although lower than global average – impact, with energy generation, storage and distribution identified as the second-most impactful technological trend (highlighted by 54% of respondents). Skills gaps in the labour market are top-of-mind for seven in 10 firms in the country.

Addressing skills gaps in the labour market is identified as a primary challenge to business transformation over the 2025 to 2030 period in **Uzbekistan**. While 71% of employers in the country expect improvements in talent retention, significantly above the global average, there remains strong need for reskilling and upskilling the current workforce. Overall, only 22% of Uzbekistan's workforce today is expected to be able to upskill in their current role, with an additional 14% projected to be upskilled and then re-deployed, both of which are lower figures than global averages at 29% and 19%, respectively. Fifty-two percent of employers anticipate implementing strategies for reskilling their workforce to work alongside AI. Skills such as programming, teaching and mentoring, and multilingualism have higher-than-global projected demand increases.

Middle East and Northern Africa

Companies headquartered in the **Middle East and Northern Africa** region are more positive about talent availability by 2030 than their global peers, with 46% of employers expecting the hiring outlook to improve. Employers in the region, notably in Saudi Arabia and the United Arab Emirates, are also planning on accelerating automation. With 46% of on-the-job skills projected to change, compared to 39% worldwide, the region's rate of skill disruption is most pronounced in countries such as Egypt and Bahrain, highlighting the need for reskilling and upskilling at a time of multi-dimensional change.

Only 5% of firms operating in **Bahrain** identify aging and declining working-age populations as a transformative trend by 2030, compared to 40% of respondents globally. Talent availability is expected to remain stable, with only 8% of employers anticipating a deterioration, which is far below the global average. However, two-thirds of employers expect skills gaps in the labour market to remain the top barrier to business transformation. Twenty-four percent of Bahrain's employees are expected to be able to upskill in their current roles, and an additional 14% to be redeployed after upskilling; both figures are below global averages. To attract skilled talent, employers in the country are focused on improving working hours and overtime policies and expecting to leverage government wage subsidies.

In **Egypt**, rising cost of living, slower economic growth and broadening digital access are the key trends expected to influence the labour market by 2030. Fifty-five percent of employers operating in the country expect talent availability to improve, significantly above global average, in spite of a heightened rate of skill disruption, as 48% of on-the-job skills of the Egyptian workforce are projected to change over the next half-decade (compared to 39% globally). Upskilling emerges as the most-anticipated workforce strategy. Compared to global averages, companies see an increasing need for skills in resource management and operations (43%, compared to 24% globally) and reading, writing and mathematics.

Amidst geopolitical tensions, a majority of employers operating in **Israel** highlight broadening digital access and rising cost of living as key drivers of business transformation by 2030. Forty-six percent of firms in the country also identify increased focus on labour and social issues as a key trend, and a similar number expect stricter anti-trust and competition regulations to impact their business models; this rate is significantly above the global average of 17%. By 2030, anticipated key workforce strategies for firms in Israel include hiring talent with emerging skills, accelerating automation, and upskilling employees: 80% of employers are planning on re-orienting their operations to capitalize on new AI-driven business opportunities. Skills such as resilience, flexibility and agility are seen as increasingly in demand, alongside systems thinking.

Businesses operating in **Morocco** identify the green transition and uncertain economic conditions as the key forces shaping labour-market transformation by 2030. Skills gaps and internal resistance to change are perceived as the top barriers to business transformation. Employers in Morocco are expecting increasing demand for skills in AI and big data, creative thinking, and leadership and social influence over the next five years. Talent availability might benefit from a stronger focus on tapping into diverse talent pools, a workforce strategy envisaged by 24% of firms in the country, compared to 47% globally. Efforts by employers to address the country's youth unemployment are evident, as 86% of businesses plan to prioritize youth as part of their diversity, equity and inclusion measures, which is significantly above the global average.

As the country continues to pursue economic transformation, **Saudi Arabia's** labour market is expected to be shaped by increased digitalization, geoeconomic fragmentation and rising cost of living over the 2025 to 2030 period. Companies operating in the country anticipate a focus on technology adoption, aiming particularly to automate existing tasks, with the proportion of total work tasks mainly delivered autonomously by technology projected to reach 45% by 2030, above global averages. As employers in Saudi Arabia scale up technology investments, over 70% identify technological literacy as a skill on the rise in the country, followed by demand for skills in networks and cybersecurity and AI and big data. Workforce strategies are expected to be dynamic: 38% of companies operating in Saudi Arabia expecting to remove degree requirements to improve talent availability, compared to a global average of 19%.

Addressing skills gaps is seen as a critical priority in **Tunisia**, with 80% of companies operating in the country identifying skills gaps as the top barrier to business transformation by 2030 and 86% aiming to upskill their workforce to respond to key business trends. Employers in Tunisia see a particularly strong increase in demand for skills in leadership and social influence, creative thinking, and AI and big data skills. Demand for programming skills is also on the rise, with 72% of firms identifying it as a growth area. Seven out of 10 employers plan to fund internally their training needs, and about 41% aim to leverage hybrid, public-private, co-funding models.

In the **United Arab Emirates**, companies are expecting increased digitalization and efforts to adapt to and mitigate climate change to significantly impact their business models by 2030. Focus on technological shifts is reflected in increasing adoption of technology in day-to-day operations, with the proportion of total work tasks predominantly delivered by autonomous technologies projected to reach 43% over the next five years, above an expected rate of 34% globally. Companies operating in the country expect rising demand for technological literacy, with 87% of

respondents emphasizing increased need for this skill. Other growing skills include AI and big data, networks and cybersecurity as well as leadership and social influence.

Sub-Saharan Africa

In **Sub-Saharan Africa**, 64% of businesses expect increasing focus on labour and social issues to be a key trend impacting their business strategy over the 2025-2030 period, followed by rising cost of living and broadening digital access (both highlighted by 59% of respondents). Companies headquartered in the region are navigating significant transformation barriers, including perceived widespread skills gaps and shortage of investment capital. Employers in Nigeria and Zimbabwe are anticipating stepping up efforts on workforce development over the next five years, while their South African peers are planning to invest in diversity, equity and inclusiont programmes to improve access to skilled talent.

Skills gaps and challenges in attracting talent are expected to be key barriers to business transformation in **Nigeria** over the next five years. As the country develops its Business Process Outsourcing (BPO) industry and creates more digital jobs, network and cybersecurity skills are projected to be the fastest-growing skills in demand in the country, with 87% of employers reporting an increasing need by 2030 (compared to a global average of 70% of respondents). This is followed by anticipated employer demand for skills in AI and big data as well as systems thinking. Additionally, service orientation and customer service as well as global citizenship skills are expected to exhibit higher-than-global demand. To help address these talent and skills gaps, 73% of firms operating in Nigeria see benefit in increased public-sector funding for reskilling and upskilling programmes, while 40% state that improving transport services and infrastructure would be equally important to support talent availability.

More than 60% of businesses operating in **South Africa** identify skills gaps as a key barrier to business transformation by 2030, followed by organizational culture and resistance to change (43%). With jobs such as AI and Machine Learning Specialists and Robotics Engineers on the rise, companies are planning to upskill employees and hire talent with new skills to meet evolving business needs. To expand their talent pool and improve skills matching, 34% of companies plan to remove degree requirements, creating more accessible pathways to emerging jobs. In addition, many employers in South Africa expect to focus on diversity, equity and inclusion, with 55% anticipating targeting individuals from disadvantaged religious or ethnic and racial backgrounds, and 41% those from low-income backgrounds, compared to 27% and 24%, respectively, globally.

In **Zimbabwe**, nearly half of on-the-job skills are expected to change over the next five years, higher than the global average of 39%. Accordingly, 90% of employers have plans to upskill their existing workforce. Skills like systems thinking, marketing and media, customer service, dependability and attention to detail, quality control, and global citizenship are all increasing in demand more rapidly than global averages. Finally, 70% of respondents see benefit in public-policy interventions to improve the education system to better equip the workforce for future demands, above a global average of 47%.

Europe

Digitalization, climate mitigation and rising cost of living are the key trends expected to impact labour-market transformation in **Europe** over the 2025-2030 period. As companies headquartered in the region aim to adjust to these trends, skills gaps and talent shortages in the labour market remain a key barrier: 54% of employers expect talent availability to worsen, significantly above the global average.

Austria's labour market is anticipated to change over the next five years, as businesses plan to adapt their strategies in response to growth of the digital economy, rising cost of living, and increased investments in climate adaptation. With a majority of businesses planning to prioritize automating processes and tasks as a key workforce strategy, employers operating in Austria are ahead of many global peers in human-technology collaboration: 42% of all human work tasks are projected to be augmented by technology by 2030 (compared to a global average of 33%). Demand for skills such as motivation and self-awareness is on the rise, with 60% of employers predicting a net increase in their importance.

By 2030, companies operating in **Belgium** expect to see their business models transformed by climate-mitigation efforts, an aging population and rising cost of living. Reflecting these trends, Belgian employers report growing demand for skills such as environmental stewardship (75%, compared to 53% globally) and talent management (69%, compared to 58%). Companies also plan to adopt business practices to boost talent availability, with 85% anticipating investing in reskilling and upskilling programmes, 78% supporting employee health and well-being, and nearly half (48%) facilitating remote work across national borders – all figures are above global averages.

In **Czechia**, businesses anticipate navigating the green transition, demographic shifts, and the digital transformation of industries. Over the next five years, over 80% of employers operating in the country plan to focus their workforce strategies on automation and upskilling, while 76% aim to prioritize transitioning staff from declining to growing roles, a higher share than global average. The labour market is expected to remain tight: only 6% of companies anticipate improvements in talent

availability, compared to a global average of 29%. Further, 70% of employers hope to improve their talent pipeline by investing in reskilling and upskilling of their current workforce, while 65% plan to offer higher wages to become more attractive.

By 2030, employers in **Denmark** expect to see business transformation in light of increased investments in climate adaptation, greater emphasis on labour and social issues, and growing geoeconomic fragmentation, while they express less focus than their global peers on digitalization and inflation as potential drivers of change. Denmark's labour market is projected to exhibit a higher degree of skill stability than most other countries, with 71% of today's on-the-job skills expected to remain stable, compared to 61% globally. Skills relevant to AI and big data, networks and cybersecurity, as well as curiosity and lifelong learning are expected to increase in use. Global citizenship skills are also set to grow in importance by 2030, with 47% of employers operating in Denmark projecting a net increase in demand, compared to 19% globally.

An aging and shrinking workforce, slower economic growth, and a growing focus on labour and social issues are identified as key trends impacting businesses in **Estonia** by 2030. Compared to global averages, businesses operating in Estonia are less focused on the green transition, with only 29% expecting their business models to be significantly impacted by investments in carbon reduction and 21% by climate adaptation. Overall, 79% of employers identify skills gaps in the labour market as a primary barrier to transformation, which is above the global average. Firms in Estonia plan to address these talent and skill challenges through business practices such as reskilling and upskilling and supporting employee well-being.

Employers in **France** expect their business models to be impacted by digital transformation, climate-mitigation efforts, and rising cost of living. To address these trends, companies are planning on prioritizing upskilling and hiring talent with emerging skill sets, alongside accelerating automation. A significant 71% of employers are focused on complementing and augmenting their workforce with new technologies, above the global average of 63%. By 2030, demand is expected to grow for roles such as Security Management Specialists, Digital Transformation Specialists, and Software Developers, while jobs such as Material-Recording and Stock-Keeping Clerks and Data Entry Clerks are projected to decline in the country.

By 2030, companies in **Germany** expect their business models to be re-shaped by increasing digitalization, climate-mitigation efforts and ongoing geoeconomic fragmentation. For example, 52% of employers operating in Germany are anticipating impacts from growing geopolitical divisions, above the global average of 34%. Businesses are planning to embrace technologies to stay competitive, with 93% expecting that AI and information processing tools, and 67% that robots and autonomous systems, will be transformative to their operations. To prepare for these changes, 81% of companies plan to actively hire staff with new capabilities. Examples of growing roles in the country include Software Developers, UI/UX Designers, and AI and Machine Learning Specialists.

Broadening digital access and rising cost of living are the top trends expected to shape business transformation in **Greece** by 2030. Sixty-three percent of employers in Greece also identify growing focus on labour and social issues as a key source of transformation for their organization, above the global average of 46%. More than half of companies operating in the country have identified skills gaps in the labour market and inability to attract talent to their industry as key barriers to business transformation. To improve talent availability, a large majority (82%) of firms identifies increased public funding for reskilling and upskilling as a key policy priority, and 64% call for government support through wage subsidies; both exceed global averages. Additionally, 46% of employers suggest that changes to pension regulations and retirement ages could increase talent availability over the next five years. For their part, 92% of companies plan to strengthen their own talent retention by improving talent progression and promotion.

In **Hungary**, rising cost of living, increasing digitalization, and an aging and shrinking population are expected to shape business models and labour-market outcomes by 2030. A significant 70% of employers identify inflation as a top concern, above the global average of 50%. Talent availability is highlighted as a concern, with 77% of firms operating in the country foreseeing difficulties when hiring. Almost 80% of businesses are planning to offer remote and hybrid work opportunities within the country and nearly 40% envisage doing so across national borders, with almost 70% pointing to more flexible regulation on this matter as a promising public policy to support talent availability in the country.

Anticipating labour-market changes due to increased investment in climate adaptation and growing focus on labour and social issues, companies in **Ireland** identify talent attraction as a key barrier to business transformation by 2030. Alongside skills gaps, 43% of employers operating in the country expect difficulties in drawing the right talent to their firms, compared to a global average of 27%. To address talent shortages, 40% of companies plan to provide additional support to workers with caregiving responsibilities, and 27% highlight the effectiveness of additional funding for government programmes supporting caregivers. Employers in Ireland are also expanding their diversity, equity and inclusion measures, with 73% conducting pay equity reviews, 53% establishing employee resource groups, and 40% employing diversity, equity and inclusion officers. Additionally, 69% of respondents state a commitment to reducing wage inequalities.

By 2030, employers operating in **Italy** expect business model transformation in response to increased climate-mitigation efforts, continued digitalization and rising cost of living. In particular, 70% anticipate changes due to investments to reduce carbon emissions, compared to a global average of 47%. Employers in Italy project net job growth in Robotics Engineers, Renewable Energy Engineers, and Environmental Engineers, driving increasing demand for skills such as AI, networks, cybersecurity and environmental stewardship. To adapt to these trends, 85% of respondents aim to upskill their workforce and 73% plan to enhance their workforce through technology augmentation.

Employers in **Latvia** are anticipating labour-market changes over the next five years due to aging and shrinking population, rising cost of living, and stronger focus on labour and social issues. Diverging from global trends, businesses operating in the country expect to see lower levels of disruption from broadening digital access and investments in carbon reduction and climate adaptation. Talent availability is a stated concern, with 71% of employers expecting hiring challenges. In response, companies in Latvia are planning to emphasize workforce strategies such as accelerating automation and upskilling to mitigate talent shortages.

In **Lithuania**, employers identify rising cost of living, aging and shrinking population, and broadening digital access as the top three drivers of labour-market changes by 2030. Skills gaps are perceived as a significant barrier to business transformation, with 83% of firms operating in the country citing this issue, compared to a global average of 63%. To address these trends, 86% of firms in Lithuania plan on investing in reskilling and upskilling. Seven in 10 respondents plan to support employee health and well-being while six in 10 aim to improve talent progression and promotion processes in order to increase talent availability. Anticipated workforce strategies also focus on automation and hiring talent with emerging skills to keep pace with evolving business needs.

Talent shortages at the industry level are expected to be a key challenge in **the Netherlands** over the 2025-2030 period: 56% of firms operating in the country expect hiring difficulties, while only 15% foresee improvements in talent availability. In response, 86% of businesses are planning on accelerating the automation of processes and tasks as a key workforce strategy to address talent shortages, a higher level than their global peers. Upskilling (envisaged by 83% of respondents) and recruiting talent with new skills (anticipated by 71%) are also areas of focus. Furthermore, companies in the Netherlands plan to utilize diversity, equity and inclusion efforts to expand their talent base, with 64% of firms expecting to set specific goals and 46% to embed diversity, equity and inclusion initiatives across their supply chains.

By 2030, employers in **Norway** expect their business models to be significantly impacted by the green and digital transitions. Alongside AI and big data, curiosity and lifelong learning, resilience, flexibility, and agility are expected to be skills with increasing demand, with more employers emphasizing these competencies than in other countries. Seventy-four percent of companies operating in Norway highlight the benefits of public funding for reskilling and upskilling, exceeding the global average. Furthermore, three in every five respondents plan to expand their talent base by leveraging diversity, equity and inclusion policies, surpassing global averages. Additionally, a lower proportion of companies in Norway anticipates wages to account for a growing share of their total revenue over the next five years (26%, compared to 52% globally) and a higher proportion anticipates the reverse (22%, compared to 8% globally).

In **Poland**, broadening digital access is expected to be the predominant trend driving shifts in the labour market by 2030. The impact of this trend is evident in firms' expectations regarding changing skills demand, with employers unanimously anticipating increased need for AI and big data skills. Talent availability is also seen as a concern, with 52% of employers operating in the country expecting aging and shrinking workforce to impact their business over the next five years and 65% foreseeing hiring challenges. To address these issues, companies in Poland see potential in supporting employee health and well-being and expanding remote and hybrid work options within the country to attract and retain talent.

In **Portugal**, 71% of the workforce is expected to require training by 2030, above the global average of 58%. Key skills in demand over the next five years are anticipated to include curiosity and lifelong learning, talent management, and leadership and social influence. Skills such as teaching and mentoring as well as resource management are also increasingly sought after in the country. Firms operating in Portugal plan to invest in reskilling and upskilling, with 87% of employers expecting improved talent retention and 73% transitioning employees to new or evolving roles. Forty percent of respondents regard government as a key funding source for their reskilling and upskilling efforts, which is twice the global average.

Broadening digital access, rising cost of living, and growing geoeconomic fragmentation are seen to be shaping the labour market in **Romania** over the 2025-2030 period. One out of three companies operating in the country also cite stricter anti-trust and competition regulations as a factor impacting their business models in the next five years, nearly twice the global average. Seventy-six percent of businesses in Romania identify skills gaps in the labour market as a key barrier to transformation, alongside challenges related to talent attraction to industry. To address these concerns, 94% of employers are planning on investing in workforce upskilling, a higher share than their global peers (85%). Firms in the country also anticipate hiring staff with new skills (79%) and accelerating automation (68%) as key workforce strategies in the next half-decade.

Rising cost of living and increased digitalization are expected to be key trends impacting businesses operating in **Serbia** over the next five years. In addition to skills in AI and big data and technological literacy, talent management and resource management are the skills anticipated to be most in demand in the country. Two-thirds of employers identify skills gaps in the labour market as a key barrier for transforming their business. With regard to policies seen as effective to improve talent availability, 67% of firms point to increased flexibility in hiring and firing practices and 50% to wage subsidies, both above global averages.

In **Slovenia**, demographic shifts are identified as top-of-mind by employers, with 68% and 45%, respectively, identifying aging and shrinking workforces in some parts of the world and growing working-age populations in others as key trends impacting business models over the next five years. Both shares are above the global average. Skills gaps in the labour market are seen as a key barrier to transformation by two-thirds of companies operating in the country, followed by organizational culture and resistance to change. To improve talent availability, 71% of employers suggest considering more flexible policies regarding hiring and firing, while 50% point to reforming immigration laws. Seven in 10 firms plan to offer higher wages and nearly six in 10 plan to review working hours and overtime policies to improve their attractiveness as employers.

Increasing investments in carbon reduction, broadening digital access, and rising cost of living are expected to shape the labour market in **Spain** over the 2025-2030 period. Key barriers to transformation perceived by respondents include skills gaps, regulatory frameworks, and resistance to change and organizational cultures. To address talent availability challenges via public policy, 60% of employers in Spain see potential in increased flexibility in hiring and firing practices, and 49% in increased flexibility in setting wages, in addition to public funding for reskilling and upskilling (65%). Regarding business practices, 77% of respondents plan to enhance progression and promotion processes to become more attractive as employers. Moreover, an above-global-average share of employers operating in the country plan to offer remote and hybrid work opportunities and provide support for workers with caregiving responsibilities.

By 2030, **Sweden**'s employers anticipate business transformation in response to broadening digitalization, demographic shifts and rising cost of living. About 50% identify aging and shrinking workforces in some parts of the world as a key trend, while 41% highlight growing working-age populations elsewhere. Only 5% of firms operating in the country expect hiring conditions to improve over the next five years, significantly below the global average. In response, employers are planning on enhancing talent progression and promotion processes, expanding remote and hybrid work options, and investing in reskilling and upskilling to increase talent availability.

In **Switzerland**, continuous digitalization is seen as the key driver of business transformation by 2030, followed by climate mitigation and adaptation. This is reflected in 96% of companies expecting AI and information processing technologies to transform their operations. Workforce strategies are anticipated to focus on automation, upskilling, and hiring talent with emerging skills, with 73% of businesses actively integrating new technologies to complement and augment their human workforce. However, talent retention is seen as a concern, with 36% of employers expecting retention to worsen, nearly twice the global average. To address these challenges, firms in Switzerland plan to place a bigger emphasis on flexibility in the workplace than their global peers and to increase talent availability through remote work options across national borders and support for workers with caregiving responsibilities.

Broadening digital access is expected to drive labour market change in **Türkiye** over the 2025-2030 period, with firms operating in the country anticipating technologies such as AI, robotics and energy technologies to transform their operations. These expectations are reflected in the list of predicted fastest-growing job roles in the country, which includes Robotics Engineers, Renewable Energy Engineers, and Autonomous and Electric Vehicle Specialists. Employers anticipate 44% of on-the-job skills to be disrupted by 2030, higher than the global average of 39%. AI and big data, technological literacy, and networks and cybersecurity are identified as the fastest-growing skills in the country, in addition to a higher-than-average expected growth in the importance of multilingualism.

In the **United Kingdom**, the labour market is expected to be influenced by increased digitalization as well as climate mitigation and adaptation efforts over the next five years: 56% of companies operating in the country anticipate seeing their business transformed because of increased investments in climate adaptation, a higher share than their global peers. Fifty-six percent of employers also expect geoeconomic fragmentation to impact their business strategy, compared to 34% globally. As a result of these perceived trends, respondents expect rising demand for skills such as technological literacy, AI, big data and resilience, flexibility and agility. Key job roles anticipated to see significant growth by 2030 include Big Data Specialists, FinTech Engineers, and AI and Machine Learning Specialists.

Northern America

Technological advancements, demographic shifts, and economic uncertainties are driving strategic decisions of companies headquartered in **Northern America**. A higher share of employers in this part of the world is evaluating options in both offshoring (23%) and re-shoring (19%), pointing to a possibility of wider global supply chain re-organization. Additionally, companies in the region share a higher-than-average focus on diversity, equity and inclusion, including through measures such as pay-equity audits. Only 35% of companies in Northern America anticipate an increase in wages as a share of total revenues (compared to 52% globally). As macrotrend-driven disruptions reshape the jobs and skills landscape, 67% of the workforce in the region is projected to require upskilling or reskilling by 2030, a rate exceeding the global average.

Employers in **Canada** are anticipating an evolving business landscape marked by advances in digital technologies, geoeconomic fragmentation, and increased climate-mitigation efforts by 2030. Reflecting these trends, 97% of companies expect AI and information processing technologies to transform their operations. Robotics and autonomous systems, along with energy generation and storage technologies, are also expected to gain traction. Demand for job roles such as Security Management Specialists, AI and Machine Learning Specialists, and Software Developers is expected to be on the rise. To ensure a steady talent pipeline, employers in Canada are looking to bolster talent progression and promotion processes and investing in reskilling and upskilling.

In the **United States**, technological trends and climate adaptation are expected to shape business and workforce strategies over the 2025-2030 period: 55% of employers highlight climate adaptation as a key trend expected to influence business models. Additionally, 94% of firms in the United States expect AI and information processing technologies to transform their operations in the next five years. Big Data Specialists, AI and Machine Learning Specialists and Data Warehousing Specialists are anticipated to be among the fastest-growing jobs in the country. However, roles such as Data Entry Clerks and Software Testers are seen as in decline as automation reshapes the workforce. To enhance talent availability, respondents see potential in government support for reskilling and upskilling programmes as well as increased flexibility in hiring and firing practices.

Latin America and the Caribbean

Companies headquartered in **Latin America and the Caribbean** expect increased digitalization, stronger focus on labour and social issues, and increased efforts towards climate mitigation to drive labour market change over the 2025-2030 period. Skills gaps in the labour market, organizational cultures, and outdated regulations are the perceived top barriers to business transformation in the region, each highlighted by about 50% of respondents. Eighty percent of firms expect talent development to improve over the next five years, surpassing global averages. A large majority of employers in the region plans to respond to skills gap by upskilling their own workforce (84%), accelerating the automation of tasks (81%), or hiring staff with new skills (68%).

Employers in **Argentina** expect broadening digital access, climate mitigation and economic uncertainty to shape labour market change over the next five years. Skills gaps are seen as a barrier to business transformation by 65% of companies, followed by outdated regulations (57%) and organizational cultures and resistance to change (48%). To address skills gaps, firms operating in the country are planning to hire staff with new skills, to automate tasks where possible, and – to a lesser extent – to invest in reskilling and upskilling (71%, compared to a global average of 85%). Expected fastest-growing jobs in the country include Data Analysts and Scientists and AI and Machine Learning Specialists. While only one out of five companies expect wages to account for a growing share of total revenues in the next five years (compared to 52% globally), 57% of employers are planning to design their salary and compensation strategy to support workers' purchasing power (compared to 33% globally).

In **Brazil**, like in many other countries, skills gaps are perceived as a primary barrier to business transformation by 2030. Employers operating in the country foresee growth in job roles such as Digital Transformation Specialists, AI and Machine Learning Experts, and Supply Chain and Logistics Specialists. Almost nine in 10 companies in Brazil plan to upskill their workforce over the next five years. While AI and big data, creative thinking, and technological literacy are anticipated to be the fastest-growing skills in the country, companies also expect a greater focus on empathy and active listening, cited by 60% of respondents, as well as resilience, flexibility, agility, and curiosity and lifelong learning.

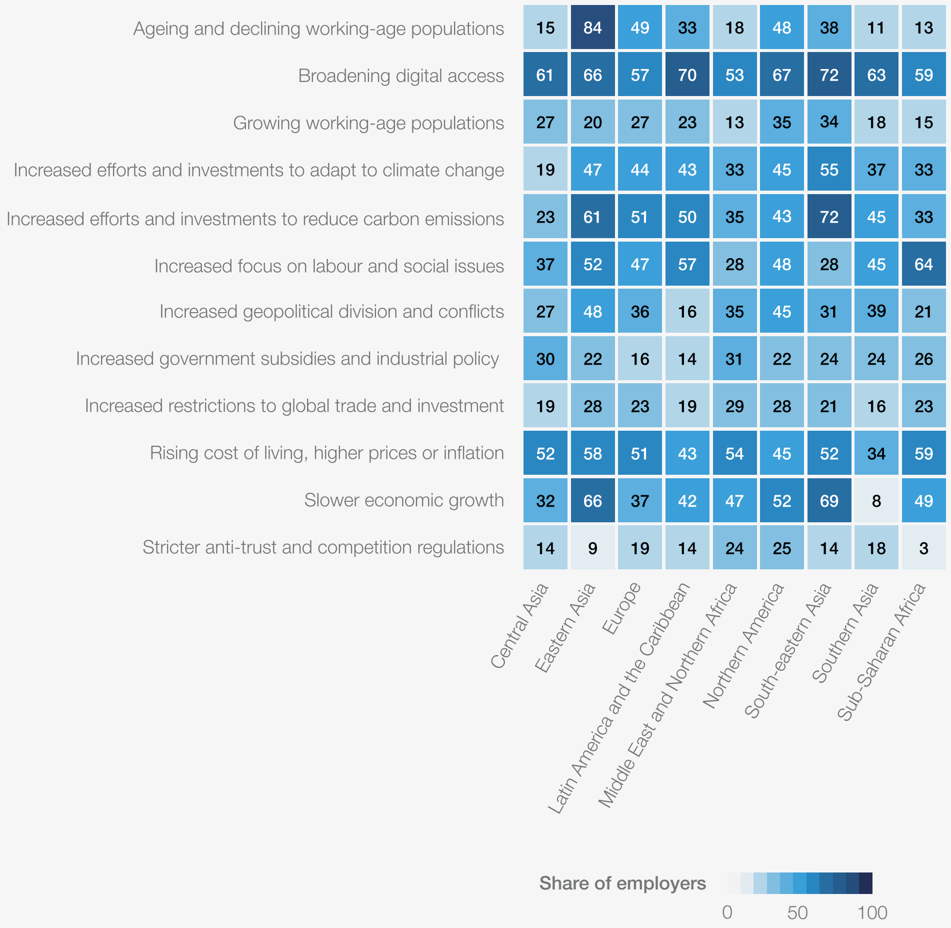
Companies in **Colombia** anticipate labour-market changes due to broadening digital access, increased efforts to reduce carbon emissions and greater focus on labour and social issues over the 2025-2030 period: 65% identify skills gaps as a key barrier to transformation and 61% cite outdated or inflexible regulatory frameworks. However, employers operating in Colombia are more positive than global peers regarding their future talent availability outlook, with 47% expecting talent availability to improve by 2030. To improve talent retention, respondents are planning to focus on employee health and well-being and improving employee progression.

By 2030, broadening digital access and climate-change mitigation are expected to shape the labour market in **Mexico**. Ninety-five percent of companies operating in the country expect AI tools to transform their operations in the next five years, and 63% anticipate making greater use of robotics, with 82% of employers aiming to accelerate automation of tasks over the same time horizon. Information Security Analysts and Big Data Specialists are projected to be among the fastest-growing job roles in the country. Employers in Mexico are positive about talent retention, with 53% expecting improvements (compared to 44% globally). In addition to AI and big data and creative thinking skills, companies anticipate placing greater emphasis on resilience, flexibility and agility as well as environmental stewardship, with 73% and 69% of firms, respectively, expecting these skills to see rising demand.

TABLE 5.1

Impact of macrotrends, 2025-2030, by region

Share of employers which expect macrotrends to drive transformation in their organization (%), by region.



	Central Asia	Eastern Asia	Europe	Latin America and the Caribbean	Middle East and Northern Africa	Northern America	South-eastern Asia	Southern Asia	Sub-Saharan Africa
Ageing and declining working-age populations	15	84	49	33	18	48	38	11	13
Broadening digital access	61	66	57	70	53	67	72	63	59
Growing working-age populations	27	20	27	23	13	35	34	18	15
Increased efforts and investments to adapt to climate change	19	47	44	43	33	45	55	37	33
Increased efforts and investments to reduce carbon emissions	23	61	51	50	35	43	72	45	33
Increased focus on labour and social issues	37	52	47	57	28	48	28	45	64
Increased geopolitical division and conflicts	27	48	36	16	35	45	31	39	21
Increased government subsidies and industrial policy	30	22	16	14	31	22	24	24	26
Increased restrictions to global trade and investment	19	28	23	19	29	28	21	16	23
Rising cost of living, higher prices or inflation	52	58	51	43	54	45	52	34	59
Slower economic growth	32	66	37	42	47	52	69	8	49
Stricter anti-trust and competition regulations	14	9	19	14	24	25	14	18	3

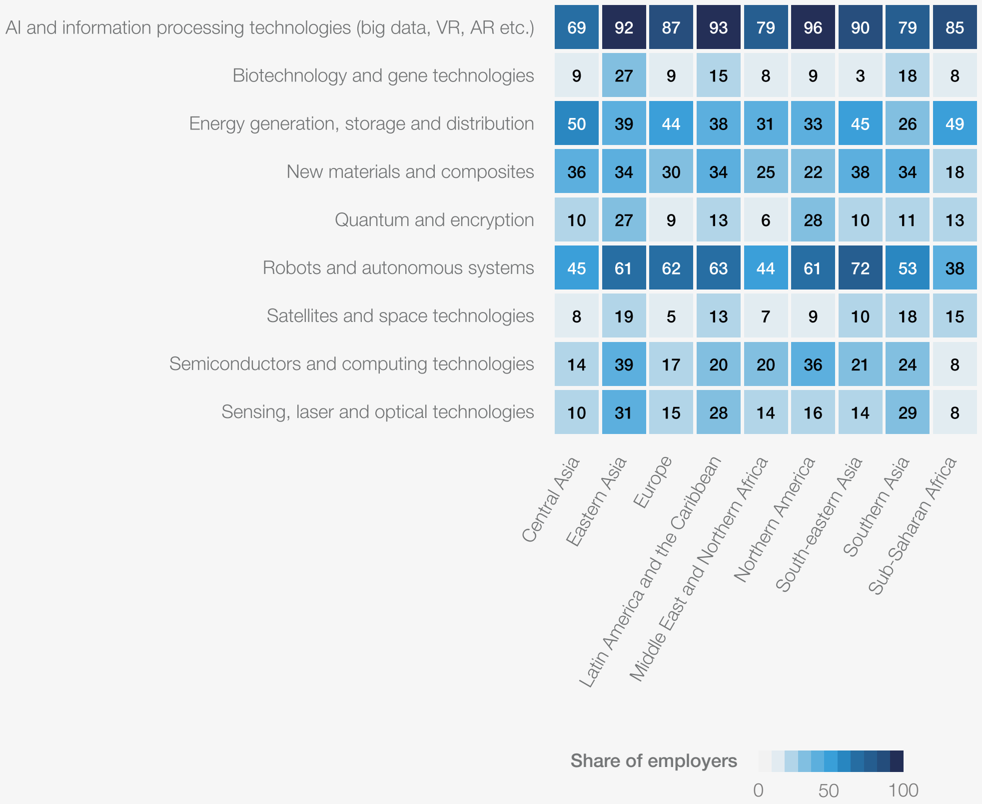
Source

World Economic Forum, Future of Jobs Survey 2024.

TABLE 5.2

Impact of technology related trends, 2025-2030, by region

Share of employers which expect technology related trends to drive transformation in their organization (%), by region.



	Central Asia	Eastern Asia	Europe	Latin America and the Caribbean	Middle East and Northern Africa	Northern America	South-eastern Asia	Southern Asia	Sub-Saharan Africa
AI and information processing technologies (big data, VR, AR etc.)	69	92	87	93	79	96	90	79	85
Biotechnology and gene technologies	9	27	9	15	8	9	3	18	8
Energy generation, storage and distribution	50	39	44	38	31	33	45	26	49
New materials and composites	36	34	30	34	25	22	38	34	18
Quantum and encryption	10	27	9	13	6	28	10	11	13
Robots and autonomous systems	45	61	62	63	44	61	72	53	38
Satellites and space technologies	8	19	5	13	7	9	10	18	15
Semiconductors and computing technologies	14	39	17	20	20	36	21	24	8
Sensing, laser and optical technologies	10	31	15	28	14	16	14	29	8

Source

World Economic Forum, Future of Jobs Survey 2024.

TABLE 5.3

Skill importance in 2025, by region

Share of employers which consider skills to be core skills for their workers (%), by region.

		Skill	Central Asia	Eastern Asia	Europe	Latin America and the Caribbean	Middle East and Northern Africa	Northern America	South-eastern Asia	Southern Asia	Sub-Saharan Africa
Attitudes	Ethics	Environmental stewardship	23	11	18	22	14	28	50	19	33
		Global citizenship	3	29	11	9	11	26	25	6	24
	Self-efficacy	Curiosity and lifelong learning	41	64	58	53	29	58	54	29	24
		Dependability and attention to detail	46	41	30	38	26	57	46	45	48
		Motivation and self-awareness	62	59	59	48	32	51	46	29	58
		Resilience, flexibility and agility	70	54	70	81	50	79	71	35	64
	Working with others	Empathy and active listening	34	52	56	67	28	66	54	39	33
		Leadership and social influence	62	66	63	69	46	68	67	29	61
		Teaching and mentoring	59	30	25	22	13	28	21	26	24
Skills, knowledge and abilities	Cognitive skills	Analytical thinking	75	71	71	74	47	79	67	71	61
		Creative thinking	68	64	54	58	57	62	63	55	48
		Multi-lingualism	45	23	21	17	23	21	13	10	27
		Reading, writing and mathematics	18	27	17	22	18	26	25	26	30
		Systems thinking	59	43	35	67	33	47	38	26	45
	Engagement skills	Marketing and media	28	27	18	19	20	21	33	32	27
		Service orientation and customer service	28	52	48	67	32	60	46	42	48
	Management skills	Quality control	44	16	35	30	36	32	29	48	30
		Resource management and operations	48	27	43	45	31	40	46	32	39
		Talent management	49	36	48	53	41	53	50	52	45
	Physical abilities	Manual dexterity, endurance and precision	11	4	16	8	16	6	13	19	9
		Sensory-processing abilities	7	11	6	7	4	4	8	6	9
	Technology skills	AI and big data	32	45	44	40	46	62	58	55	55
		Design and user experience	14	39	23	29	21	28	33	19	30
		Networks and cybersecurity	20	27	24	21	20	40	42	13	39
		Programming	17	16	16	16	19	26	13	13	24
		Technological literacy	52	30	54	51	35	64	67	52	64

Share of employers

0 50 100

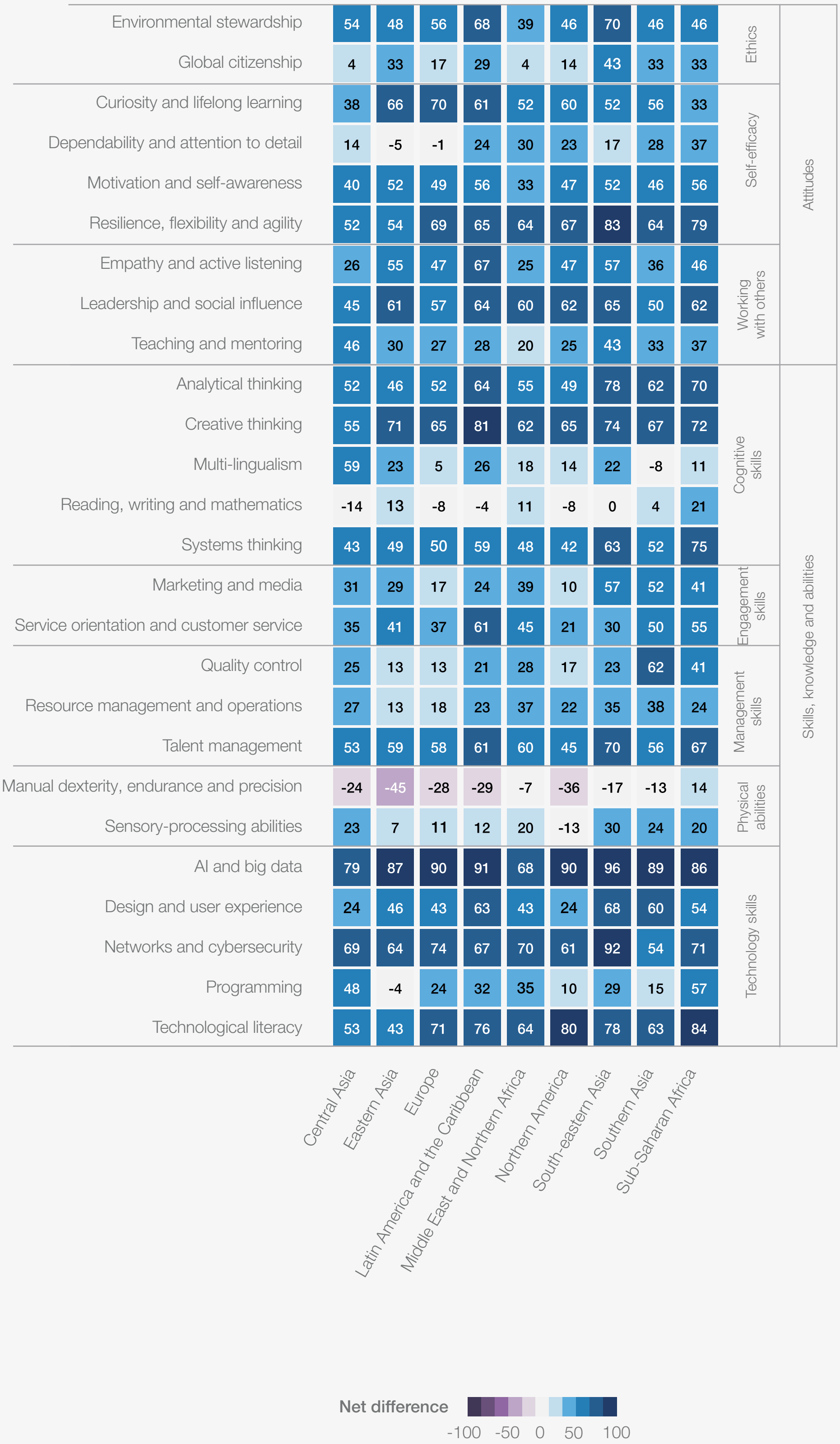
Source

World Economic Forum, Future of Jobs Survey 2024.

TABLE 5.4

Skill evolution, 2025-2030, by region

Net difference between the share of employers which consider skills to be increasing and decreasing in importance to their workers from 2025 to 2030 (%), by region. The share of employers predicting skill stability is not used in the calculation.



	Central Asia	Eastern Asia	Europe	Latin America and the Caribbean	Middle East and Northern Africa	Northern America	South-eastern Asia	Southern Asia	Sub-Saharan Africa		
Environmental stewardship	54	48	56	68	39	46	70	46	46	Ethics	Attitudes
Global citizenship	4	33	17	29	4	14	43	33	33		
Curiosity and lifelong learning	38	66	70	61	52	60	52	56	33	Self-efficacy	
Dependability and attention to detail	14	-5	-1	24	30	23	17	28	37		
Motivation and self-awareness	40	52	49	56	33	47	52	46	56		
Resilience, flexibility and agility	52	54	69	65	64	67	83	64	79		
Empathy and active listening	26	55	47	67	25	47	57	36	46	Working with others	
Leadership and social influence	45	61	57	64	60	62	65	50	62		
Teaching and mentoring	46	30	27	28	20	25	43	33	37		
Analytical thinking	52	46	52	64	55	49	78	62	70	Cognitive skills	Skills, knowledge and abilities
Creative thinking	55	71	65	81	62	65	74	67	72		
Multi-lingualism	59	23	5	26	18	14	22	-8	11		
Reading, writing and mathematics	-14	13	-8	-4	11	-8	0	4	21		
Systems thinking	43	49	50	59	48	42	63	52	75		
Marketing and media	31	29	17	24	39	10	57	52	41	Engagement skills	
Service orientation and customer service	35	41	37	61	45	21	30	50	55		
Quality control	25	13	13	21	28	17	23	62	41	Management skills	
Resource management and operations	27	13	18	23	37	22	35	38	24		
Talent management	53	59	58	61	60	45	70	56	67		
Manual dexterity, endurance and precision	-24	-45	-28	-29	-7	-36	-17	-13	14	Physical abilities	
Sensory-processing abilities	23	7	11	12	20	-13	30	24	20		
AI and big data	79	87	90	91	68	90	96	89	86	Technology skills	
Design and user experience	24	46	43	63	43	24	68	60	54		
Networks and cybersecurity	69	64	74	67	70	61	92	54	71		
Programming	48	-4	24	32	35	10	29	15	57		
Technological literacy	53	43	71	76	64	80	78	63	84		

Source

World Economic Forum, Future of Jobs Survey 2024.

5.2 Industry insights

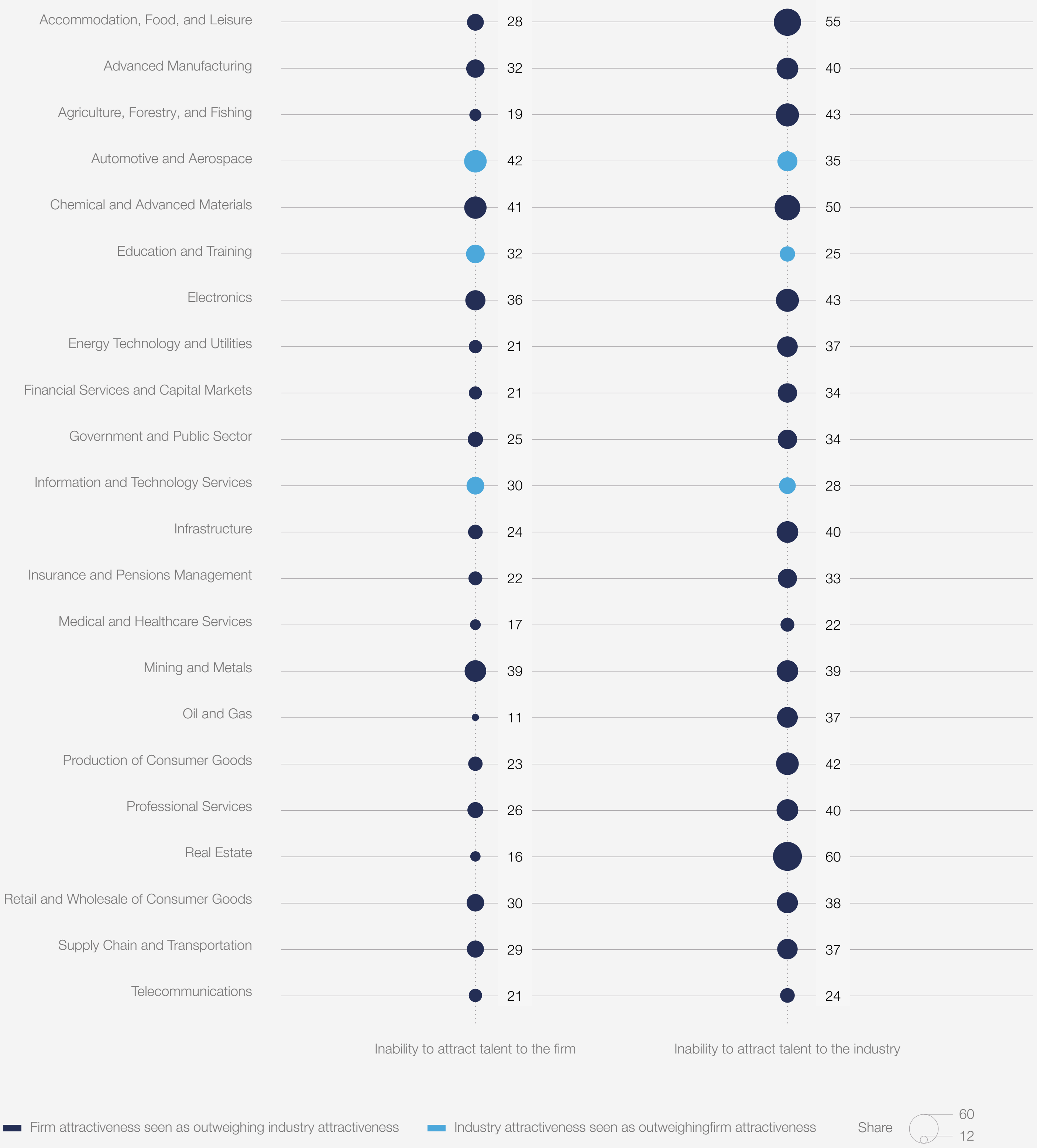
Cross-industry trends and scope for collaboration

The anticipated impact of macrotrends on the future of jobs is multi-faceted across both geographies and sectors. Specific industries are seeing points of convergence as well as distinct barriers to transformation and thus are prioritizing different workforce strategies in response to labour-market transformation by 2030. While 19 out of 22 global industries covered by the report identify skills gaps in the local labour market as the top barrier to industry transformation, each sector also anticipates distinct additional challenges in the next five years. In both the Government and Public sector and Medical and Healthcare sector, for example, organizational culture and resistance to change features as the most-selected barrier to transformation. In the Real Estate sector, inability to attract talent to the industry is seen as the key obstacle. Four sectors – Agriculture, Forestry, and Fishing; Information and Technology Services; Oil and Gas; and Retail and Wholesale of Consumer Goods – view data and technical infrastructure as one of the key barriers. As shown in Figure 5.1, most industries see talent attractiveness at the industry level as a bigger issue than at the firm level over the 2025-2030 period (with Automotive and Aerospace, Education and Training, and Information Technology being the three exceptions).

FIGURE 5.1

Attracting talent to the firm and to the industry

Share of employers surveyed expecting an inability to attract talent to their firm or an inability to attract talent to their industry will hinder their organizational transformation, by industry.



Source

World Economic Forum, Future of Jobs Survey 2024.

Note

Industries in which a larger or equal proportion of companies identify firm-level talent attraction as a greater challenge than industry-level talent attraction are displayed in dark blue. Industries in which industry-level talent attraction is identified as a greater challenge than firm-level talent attraction are displayed in light blue.

The fact that Future of Jobs Survey respondents predominantly evaluate talent availability challenges as industry-level issues points to potentially untapped opportunities for industry stakeholders to collaborate and implement customized intra-industry or cross-industry solutions. However, employers across industries often exhibit different preferences over workforce strategies.

Reaching close to a consensus view, upskilling is selected as the top workforce strategy in 20 industries and ranks second in the remaining two: Electronics and Insurance and Pensions Management. Oil and Gas (96%) and Telecommunications (96%) are the industries most committed to upskilling, while a still significant 73% of Education and Training industry employers plan to focus on this strategy.

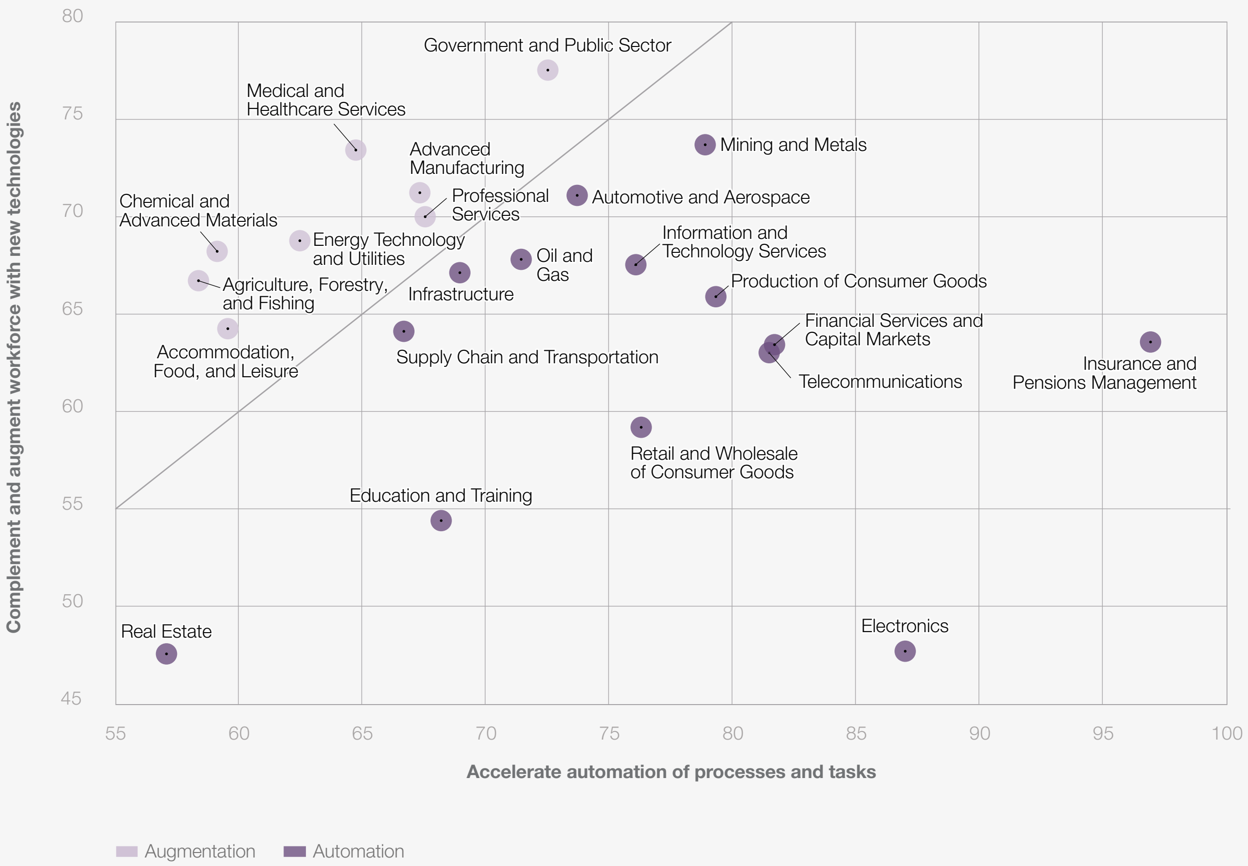
There exist more notable industry differences with regard to anticipated use of technologies to either fully automate processes and tasks or complement and augment the human workforce, as shown in Figure 5.2. While most industries aim to pursue a balance of both automation-focused and augmentation-focused workforce strategies over the 2025-2030 period, 87% of respondents in Electronics expect to focus on automating tasks, whereas only 48% plan to focus on workforce augmentation. Industries including Insurance and Pensions as well as Telecommunications exhibit a similar automation-to-augmentation gap. By contrast, sectors such as Healthcare, Agriculture, and Government report a higher preference for augmentation over automation.

Additionally, while hiring staff with new skills to meet emerging business needs features among the top three workforce strategies in 17 out of 22 sectors – possibly precipitating strong intra- and inter-industry competition over talent over the next five years – upskilling and transitioning existing staff from declining to growing job roles appears as an untapped opportunity: only the Automotive and Aerospace, Electronics, and Real Estate sectors currently aim to prioritize such job transitions as one of their top three workforce strategies by 2030.

FIGURE 5.2

Workforce strategy: automation or augmentation, by industry

Share of employers surveyed planning to adopt the stated workforce strategies



Source

World Economic Forum, Future of Jobs Survey 2024.

Industry-level findings

By 2030, transformation of the **Accommodation, Food, and Leisure** industry is expected to be shaped by rising cost of living and a greater focus on labour and social issues. Increased digitalization – while still relevant for a significant 51% of respondents – appears as less central than in other industries. The focus placed by the industry on human experience and social issues is reflected in the human-technology frontier, as companies anticipate continued reliance on humans to predominantly deliver 43% of total work tasks over the next five years, higher than the global industry average. However, talent availability is a growing concern, with 59% of employers expecting hiring challenges to worsen. To respond to these emerging trends, firms are scaling up upskilling efforts, hiring for emerging skills and augmenting workforce with new technologies, while also aiming to improve the industry's attractiveness by supporting employee health and well-being, improving wages and talent progression. About one third of companies is investing in diversity, equity and inclusion efforts, focusing particularly on young talent (69%, compared to the 52% global industry average) and migrant workers (33%, compared to 20% globally).

The **Advanced Manufacturing** sector expects to undergo transformation shaped by increased investments to reduce carbon emissions and adapt to climate change and rising cost of living. Companies are anticipating the adoption of AI (81%), robotics (69%), and new materials and composites (63%, almost twice as many as in other industries). The industry predicts increasing demand for AI and big data skills, creative thinking, networks and cybersecurity skills, but also systems thinking, design and user experience, and resource management. To prepare for these changes, employers expect to be able to upskill 29% of workers in their current role, while they foresee a need for 15% of workers to be reskilled and re-deployed in the next five years. Fifty percent of firms are planning to tap into diverse talent pools to ease labour shortages, and 55% (more than in most other industries) plan to focus their diversity, equity and inclusion efforts on workers aged 55 years and above.

Skills gaps are seen as the key barrier to transformation for businesses in the **Agriculture**, **Forestry**, **and Fishing** industry by 2030 (selected by 68% of respondents), followed by outdated regulations (51%, compared to the 39% global industry average) and insufficient data infrastructure (46%, compared to 32% globally). Climate mitigation and adaptation are key challenges highlighted by the industry, alongside rising cost of living. As employers address these challenges, they are planning to upgrade their workforce strategies by emphasizing upskilling and reskilling, hiring for new skills, and augmenting their workforce with technology. The top three skills on the rise are predicted to be resilience, flexibility and agility, technological literacy, and environmental stewardship, while skills related to AI and big data, networks, and cybersecurity are growing more slowly than in other industries. One-third of firms in the industry do not have a diversity, equity and

inclusion programme, while 63% expect wages to account for a growing share of employers' total revenues, with 92% intending to align wages with productivity and 46% aiming to reduce wage inequalities.

The **Automotive and Aerospace** sector stands out for its expectation regarding the significant impact that both climate mitigation and geoeconomic fragmentation might have on the industry in the next five years: 54% of respondents identify rising geopolitical tensions (compared to 34% across other industries) and 46% highlight increasing trade restrictions (compared to 23% in other industries) as key drivers of change. About one-fourth of industry players are evaluating options to reshore, nearshore or friendshore, and 16% to offshore – suggesting the possibility of greater supply chain re-organization than in other industries. These trends point to considerable transformation for most companies, with skills gaps in labour markets, organizational cultures and resistance to change identified as top barriers, alongside difficulties to attract talent to the industry (highlighted by 42% of respondents, compared to 37% in other industries) and limited access to investment capital (40%, compared to 26% in other industries). Employers are prioritizing workforce strategies that focus on upskilling, automating processes, and transitioning staff from declining to growing roles. Jobs on the rise are predicted to include Robotics Engineers and Data Analysts and Scientists.

In the **Chemical and Advanced Materials** sector, industry transformation is foreseen to be heavily influenced by investments in the green and digital transitions, leading to a projected increase in job roles for AI and Machine Learning Specialists and Business Development Professionals by 2030. The industry also anticipates a need for more AI and big data as well as environmental stewardship skills. However, the human factor is expected to pose a significant barrier for the industry, with skills gaps in the labour markets and talent attraction to the industry identified as the top two obstacles to industry transformation. To improve industry attractiveness, companies are planning to focus on talent progression and promotion processes, supporting employees' health and well-being and offering higher wages. Employers suggest governments should support upskilling and reskilling and improve education systems, as well as provide wage subsidies and greater flexibility in wage setting. Nine in 10 companies in the industry plan to align wages closely with productivity while only 9% plan to review wage costs as part of cost-reduction exercises in the next five years.

Broadening digital access, increased focus on labour and social issues, and slower economic growth are expected to drive the transformation of the **Education and Training** sector by 2030. AI and big data skills as well as creative thinking are foreseen to grow in importance. Emerging job roles within the industry are anticipated to include AI and Machine Learning Specialists and Digital Transformation Specialists. Employers also place greater emphasis than in other industries on curiosity and lifelong learning, marketing and media skills and multilingualism. The industry is less focused than other sectors on upskilling and reskilling its own workforce (73%, compared to the 85% global industry average), while employers aim to improve attractiveness through better talent progression and promotion processes, higher wages, and supporting employee well-being.

By 2030, the landscape of the **Electronics** sector is expected to be shaped by increased climate mitigation efforts, continued digitalization of the economy, and aging and shrinking workforces, while the industry appears less concerned about economic cycles: only 25% of respondents anticipate significant impact from slower economic growth, compared to 42% across all sectors. With AI, robotics and energy technologies targeted for adoption, industry job growth is predicted for AI and Machine Learning Specialists and Electrotechnology Engineers. Talent availability is seen as a concern, with 61% of employers expecting hiring challenges to worsen but only 9% worried about talent retention (compared to 19% global industry average). Workforce strategies are planned to focus on automation, upskilling, and transitioning staff to growing roles. Other than public policy support on reskilling and upskilling, firms also call for improved transport infrastructure to enhance talent availability.

Over the next five years, climate mitigation is foreseen to be at the centre of the **Energy Technology and Utilities** sector, as companies plan to invest in greener technologies for energy generation, storage and distribution. As a result, Environmental Engineers, AI and Machine Learning Specialists and Renewable Energy Engineers are among the expected top-growing job roles in the sector. As employers aim to transform their business, industry players are particularly concerned about skills gaps in the labour market (81%, compared to 63% across all industries), alongside outdated or unflexible regulations (44%), organizational culture and resistance to change, and the industry's capacity to attract talent (37%). To improve talent availability and industry attractiveness, businesses are planning on improving talent progression and promotion processes and investing in reskilling and upskilling programmes, for which respondents see a role for increased financial support from the public sector.

Increased digitalization is seen as the primary driver of transformation in the **Financial Services and Capital Markets** sector over the next five years, alongside adaptation to climate change and slower economic growth. The sector also anticipates being particularly exposed to AI, with only 5% of employers expecting no significant adoption of the technology by 2030 (compared to 14% across all industries). As a result, AI and big data skills, technological literacy and cybersecurity skills are estimated to be in high demand and the industry anticipates creation of new job roles for

Big Data Specialists, AI and Machine Learning Specialists, and Security Management Specialists. To improve talent availability, the industry is planning on investing in reskilling and upskilling (71% of employers), supporting employees' well-being (64%) and improving promotion processes (61%). Remote and hybrid work is also seen as a strategy to stay attractive for 58% of companies in the industry, and one out of two respondents is calling for changes to labour laws that support remote work (compared to 36% in other sectors). The industry is particularly advanced in its plans to remove degree requirements in favour of skills-based hiring approaches (28%, compared to 19% across all industries).

Employers in the **Government and Public Sector** identify organizational culture and resistance to change as the top barrier to transformation by 2030, as the sector plans to continue investing in digital and green transformation over the next five years. In line with global trends, AI and big data, Networks and cybersecurity and Technological literacy are the skills with highest perceived increasing importance, followed by Environmental stewardship and creative thinking skills. Skills gaps in the labour market and outdated regulatory frameworks are seen as potentially slowing down transformation of the sector. Overall, public employers are positive about future talent availability, with 52% of respondents expecting improvements in the next five years. To increase sector attractiveness and strengthen the sector talent base, 80% of employers are planning on enhancing talent progression and providing reskilling and upskilling programmes in the next five years.

Information and Technology Services companies are heavily focused on adopting advanced technologies by 2030, with anticipated near-universal uptake of AI and information processing (99%, compared to the 86% global industry average) and a strong focus also on quantum and encryption technologies (41%, compared to 12% globally). Growing job roles in the sector are foreseen to include Digital Transformation Specialists, Software and Applications Developers, and Sales and Marketing Professionals. Alongside AI and cybersecurity skills, the industry expects stronger emphasis on resilience, flexibility, and agility than most other sectors, while more employers expect demand for programming and design and user experience skills to decline than in other industries. Workforce strategies aim to prioritize upskilling and hiring talent with new skills to address emerging needs, alongside a higher tendency to reduce staff with less relevant skills (49%, compared to 41% in other industries) and offshore segments of the workforce (17%, compared to 8%).

By 2030, transformation of the **Infrastructure** sector is foreseen to be driven by a need to increase investments in carbon reduction, climate adaptation and digitalization. As a result, new job roles are expected to be created for Big Data Specialists and Organizational Development

Specialists. Top skills on the rise are anticipated to be linked to AI and big data as well as networks and cybersecurity, and talent management skills are expected to grow in demand at a faster rate than the global industry average. Twenty-seven percent of employees in the sector are anticipated to be able to upskill in their current roles, with an additional 17% projected to be reskilled and redeployed. Almost 70% of respondents expect reskilling and upskilling to improve talent retention and enhance competitiveness and productivity of their company, with 50% planning to increase talent mobility through training programmes.

Over the next five years, evolution of the global economic outlook, and population dynamics across the world are predicted to drive industry transformation in the **Insurance and Pensions Management** sector. Continued adoption of digital technologies is also foreseen to transform the industry, with 97% of employers planning to accelerate automation of processes and tasks, which is significantly above the global industry average. The sector also expects higher-than-average levels of workforce augmentation, with 41% of total work tasks projected to be completed by human-technology collaboration by 2030. AI and big data, creative thinking, and technological literacy are seen as the top skills on the rise. While 42% of employers predict talent availability at the point of hiring to worsen, the industry is strongly focused on upskilling and reskilling: 91% of employers plan to upskill their workforce to adapt to evolving needs and – as a result – 82% expect talent development to improve in the next five years.

The digital transition, higher cost of living and an increasingly aging population are among the key drivers of transformation anticipated for **Medical and Healthcare Services** over the 2025-2030 period. In particular, aging population is highlighted as a key factor by 59% of companies in the industry, compared to 40% across all sectors. As they aim to adapt to these trends, firms cite challenges in terms of their own organizational culture and resistance to change, alongside outdated regulations and skills gaps in the labour market. Emerging job roles in the industry are expected to include Data Analysts and Scientists and AI and Machine Learning Specialists, with significant emphasis on AI and big data and technological literacy as the top skills increasingly in demand. While prioritizing business practices that support employee health and well-being (57%), providing effective reskilling and upskilling (63%), and offering competitive wages (49%) are seen as key workforce strategies, the industry also increasingly plans to tap into diverse talent pools.

With industry transformation by 2030 seen as predominantly shaped by climate adaptation and climate mitigation trends, the **Mining and Metals** sector is also mindful of growing restrictions on global trade and investment, with 55% of firms identifying this as a key trend (compared to 23% in other industries). Considering the green transition, 79% of industry players expect transformative impact from energy technologies, while AI is anticipated to be less ubiquitous (66%) than in other sectors. The use of autonomous technology to complete work tasks is projected to increase faster than in other industries. AI and Machine Learning Specialists and Mining, Petroleum and Other Extraction Workers are expected to see growing demand in the industry in the next five years, with AI and big data and environmental stewardship seen as leading skills on the rise. To attract and retain talent, firms are planning on prioritizing employee health and well-being (79%) and workplace safety (53%), as well as better articulating business purpose and impact (63%).

By 2030, the **Oil and Gas** sector expects to evolve and transform to reduce carbon emissions and adapt to climate change. According to 40% of respondents from the industry, industrial policy and government subsidies will also impact companies' strategies in the next five years. As companies plan to adopt cleaner technologies they see increasing demand for skills in environmental stewardship, alongside AI and big data and technological literacy. New job roles are expected to be created for AI and Machine Learning Specialists and Data Analysts and Scientists. Anticipated workforce strategies in the sector are oriented toward upskilling, with 96% of firms planning on investing in workforce development (compared to 85% across all industries), as well as accelerating automation and augmenting their human workforce with new technologies.

Industry transformation in the **Production of Consumer Goods** sector is foreseen to be influenced in particular by rising cost of living and increased investments in carbon reduction over the next five years. Additionally, the industry predicts a need to take into account growing focus on emerging labour and social issues (highlighted by 58% of firms, compared to the 46% global industry average). Companies are anticipating actively adopting advanced technologies, with higher-than-average uptake of robots and autonomous systems (71%, compared to 58% across all sectors) and new materials and composites (61%, compared to 30%). However, 56% of employers expect talent availability to become more difficult in the next five years. To address talent shortages, companies are planning on supporting workers' health and well-being (73%) and improving working hours (52%), while they see potential in public policy support with regard to flexibility in hiring and firing, flexibility in setting wages, and reforming immigration laws.

By 2030, firms in the **Professional Services** sector expect continued digitalization, rising cost of living and increased focus on labour and social issues to impact industry transformation. Workforce strategies anticipated for the sector emphasize upskilling, hiring talent with emerging skills, and augmenting the human workforce with new technologies. There is also expected to be a higher focus on reducing job roles with outdated skills, with 48% of companies envisaging prioritizing this approach (compared to 40% across all industries). One in five employers plan to move operations closer to their headquarter location through re-shoring or near-shoring. Big Data Specialists and AI and Machine Learning Specialists are among the job roles with the larges projected industry demand, while AI and big data, technological literacy, creative thinking, and cybersecurity are leading the list of skills seen as increasingly in use over the next five years.

Business cycle uncertainty, in terms of both economic growth and inflation, are expected to particularly impact the transformation of the **Real Estate** industry in the next five years. To react to an evolving landscape, companies plan to adapt their workforce strategies, prioritizing upskilling and reskilling and hiring new talent with relevant skills. Emerging job roles in the industry are foreseen to include AI and Machine Learning Specialists and Business Development Professionals. Demand for AI and big data skills, creative thinking, and curiosity and lifelong learning is projected to grow across all industry roles. Sixty percent of employers highlight the sector's inability to attract talent as a key barrier to transformation by 2030. To increase industry attractiveness, a majority of companies intends to support employee health and well-being and provide better training opportunities, as only 34% of

employees in the industry have currently undergone reskilling or upskilling, compared to a global industry average of 50%. One-third of employers are planning to offer higher wages and one in five plan to leverage diversity, equity and inclusion programmes: both shares are below the global industry averages of 50% and 39%, respectively.

Over the next five years, companies in the **Retail and Wholesale of Consumer Goods** sector expect industry transformation to be impacted by rising cost of living (68%, compared to 50% across all industries) and increased focus on labour and social issues (64%, compared to 46%). Talent shortages are seen as pronounced in the sector, with 58% of employers expecting talent availability to become more difficult by 2030 and 28% anticipating declines in talent retention. To adapt workforce strategies, companies are planning on prioritizing upskilling and reskilling of current workers, automation of tasks, and recruitment of talent with emerging skills. Forty-one percent of employers are considering transitioning existing staff from declining job roles to growth areas, presenting an under-utilized opportunity for the industry to invest in job transitions. Emerging job roles in the industry are anticipated to include AI and Machine Learning Specialists, Digital Marketing and Strategy Specialists, and Big Data Specialists.

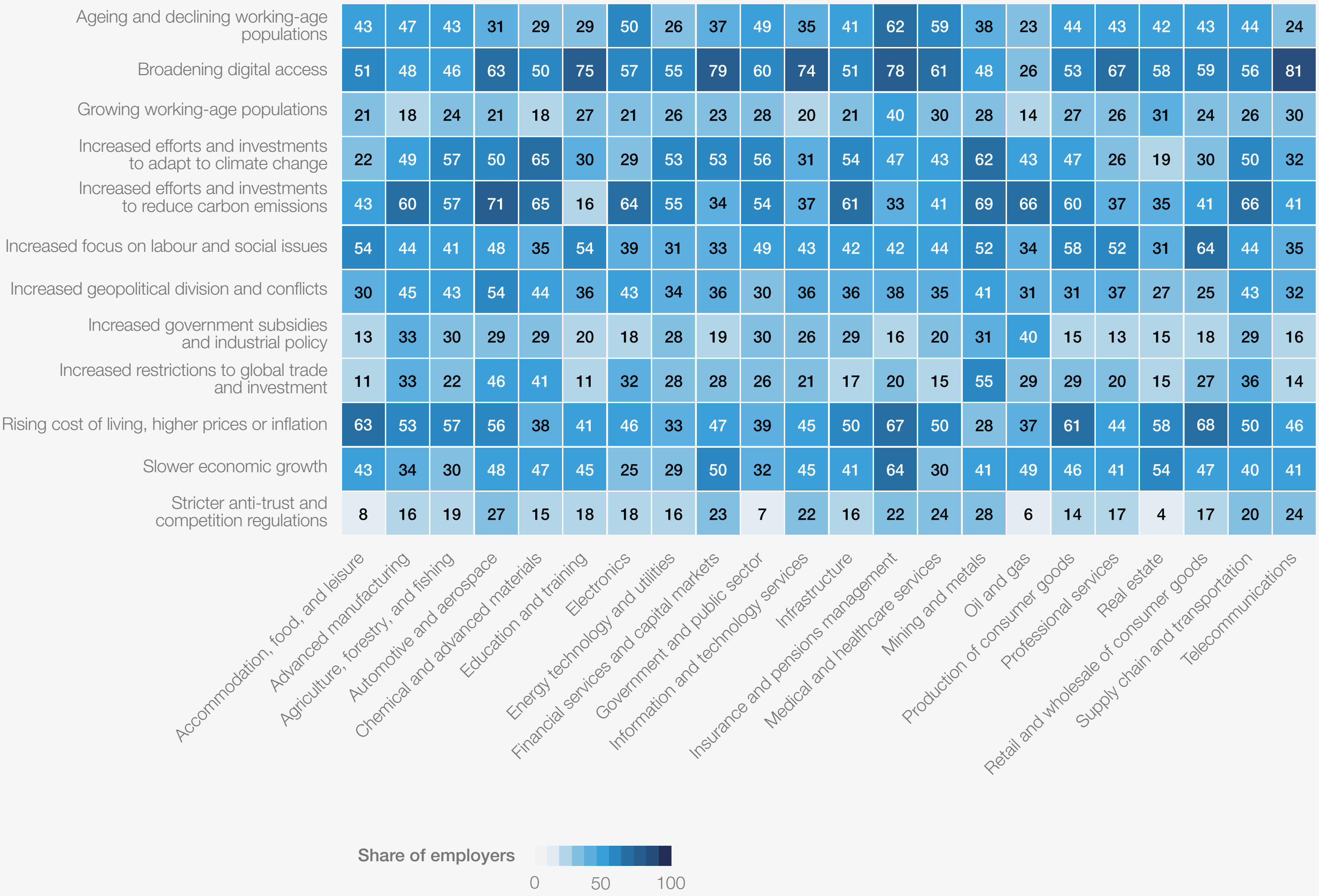
With 37% of on-the-job skills used today expected to change by 2030, the **Supply Chain and Transportation** industry reports having already put significant effort into reskilling and upskilling, with 57% of employees having completed training programmes, above most other industries. As the industry transforms in response to increased digital access, climate mitigation and adaptation, and rising cost of living, growing job roles in the industry are foreseen to include Light Truck or Delivery Services Drivers; Client Information and Customer Service Workers; and Car, Van and Motorcycle Drivers. Companies see increasing demand in skills such as AI and big data, technological literacy, and networks and cybersecurity. Analytical thinking is also identified as a priority, with 79% of firms expecting increasing its use, a higher share than in other industries. However, a majority of respondents regards the industry's inability to attract talent as a potential risk that could stall transformation.

As digital access and connectivity continue to increase globally, they are expected to drive industry transformation in the **Telecommunications** sector over the next five years. Adoption of AI is anticipated to play a strong role in the future of the industry, while 40% of companies are also preparing to make greater use of space and satellite technologies. Growing job roles in the industry are expected to include AI and Machine Learning Specialists, Big Data Specialists, and Data Analysts and Scientists. To enable industry transformation, 96% of employers plan to upskill and reskill their workforce and 82% intend to increase automation of tasks within work processes. To attract talent, 48% of companies – twice the global industry average – plan to offer remote work across borders, while 22% of respondents are evaluating options for moving operations closer to their homebase through reshoring or nearshoring.

TABLE 5.5

Impact of macrotrends, 2025-2030

Share of employers which expect macrotrends to drive transformation in their organization (%).



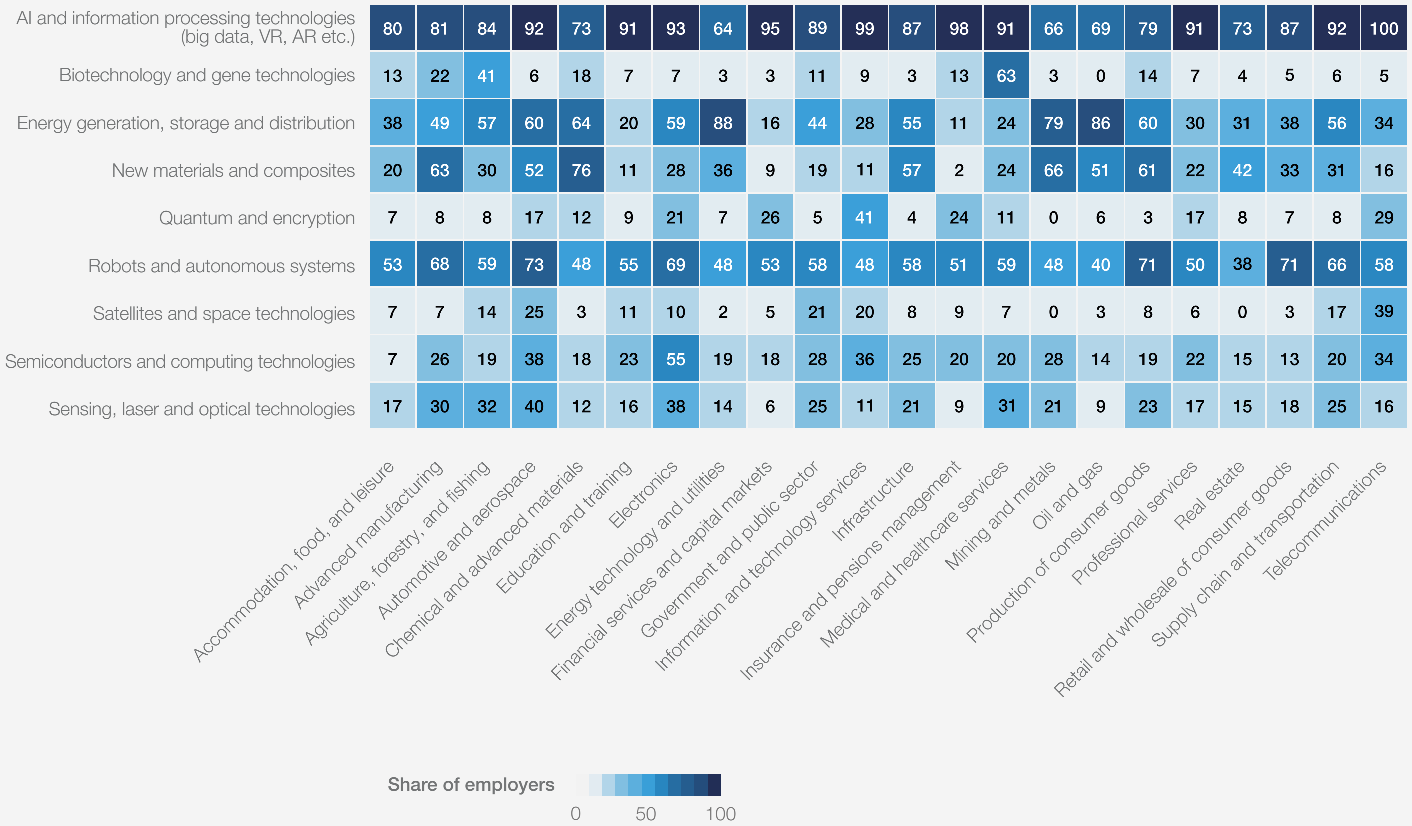
	Accommodation, food, and leisure	Advanced manufacturing	Agriculture, forestry, and fishing	Automotive and aerospace	Chemical and advanced materials	Education and training	Electronics	Energy technology and utilities	Financial services and capital markets	Government and public sector	Information and technology services	Infrastructure	Insurance and pensions management	Medical and healthcare services	Mining and metals	Oil and gas	Production of consumer goods	Professional services	Real estate	Retail and wholesale of consumer goods	Supply chain and transportation	Telecommunications
Ageing and declining working-age populations	43	47	43	31	29	29	50	26	37	49	35	41	62	59	38	23	44	43	42	43	44	24
Broadening digital access	51	48	46	63	50	75	57	55	79	60	74	51	78	61	48	26	53	67	58	59	56	81
Growing working-age populations	21	18	24	21	18	27	21	26	23	28	20	21	40	30	28	14	27	26	31	24	26	30
Increased efforts and investments to adapt to climate change	22	49	57	50	65	30	29	53	53	56	31	54	47	43	62	43	47	26	19	30	50	32
Increased efforts and investments to reduce carbon emissions	43	60	57	71	65	16	64	55	34	54	37	61	33	41	69	66	60	37	35	41	66	41
Increased focus on labour and social issues	54	44	41	48	35	54	39	31	33	49	43	42	42	44	52	34	58	52	31	64	44	35
Increased geopolitical division and conflicts	30	45	43	54	44	36	43	34	36	30	36	36	38	35	41	31	31	37	27	25	43	32
Increased government subsidies and industrial policy	13	33	30	29	29	20	18	28	19	30	26	29	16	20	31	40	15	13	15	18	29	16
Increased restrictions to global trade and investment	11	33	22	46	41	11	32	28	28	26	21	17	20	15	55	29	29	20	15	27	36	14
Rising cost of living, higher prices or inflation	63	53	57	56	38	41	46	33	47	39	45	50	67	50	28	37	61	44	58	68	50	46
Slower economic growth	43	34	30	48	47	45	25	29	50	32	45	41	64	30	41	49	46	41	54	47	40	41
Stricter anti-trust and competition regulations	8	16	19	27	15	18	18	16	23	7	22	16	22	24	28	6	14	17	4	17	20	24

Source

World Economic Forum, Future of Jobs Survey 2024.

TABLE 5.6 Impact of technology related trends, 2025-2030

Share of employers which expect technology related trends to drive transformation in their organization (%).



	Accommodation, food, and leisure	Advanced manufacturing	Agriculture, forestry, and fishing	Automotive and aerospace	Chemical and advanced materials	Education and training	Electronics	Energy technology and utilities	Financial services and capital markets	Government and public sector	Information and technology services	Infrastructure	Insurance and pensions management	Medical and healthcare services	Mining and metals	Oil and gas	Production of consumer goods	Professional services	Real estate	Retail and wholesale of consumer goods	Supply chain and transportation	Telecommunications
AI and information processing technologies (big data, VR, AR etc.)	80	81	84	92	73	91	93	64	95	89	99	87	98	91	66	69	79	91	73	87	92	100
Biotechnology and gene technologies	13	22	41	6	18	7	7	3	3	11	9	3	13	63	3	0	14	7	4	5	6	5
Energy generation, storage and distribution	38	49	57	60	64	20	59	88	16	44	28	55	11	24	79	86	60	30	31	38	56	34
New materials and composites	20	63	30	52	76	11	28	36	9	19	11	57	2	24	66	51	61	22	42	33	31	16
Quantum and encryption	7	8	8	17	12	9	21	7	26	5	41	4	24	11	0	6	3	17	8	7	8	29
Robots and autonomous systems	53	68	59	73	48	55	69	48	53	58	48	58	51	59	48	40	71	50	38	71	66	58
Satellites and space technologies	7	7	14	25	3	11	10	2	5	21	20	8	9	7	0	3	8	6	0	3	17	39
Semiconductors and computing technologies	7	26	19	38	18	23	55	19	18	28	36	25	20	20	28	14	19	22	15	13	20	34
Sensing, laser and optical technologies	17	30	32	40	12	16	38	14	6	25	11	21	9	31	21	9	23	17	15	18	25	16

Source

World Economic Forum, Future of Jobs Survey 2024.

TABLE 5.7

Skill importance in 2025

Share of employers which consider skills to be core skills for their workers (%).

			Accommodation, food, and leisure	Advanced manufacturing	Agriculture, forestry, and fishing	Automotive and aerospace	Chemical and advanced materials	Education and training	Electronics	Energy technology and utilities	Financial services and capital markets	Government and public sector	Information and technology services	Infrastructure	Insurance and pensions management	Medical and healthcare services	Mining and metals	Oil and gas	Production of consumer goods	Professional services	Real estate	Retail and wholesale of consumer goods	Supply chain and transportation	Telecommunications
Attitudes	Ethics	Environmental stewardship	21	24	26	26	28	10	12	27	15	39	12	21	17	8	50	25	34	21	17	15	33	21
		Global citizenship	17	18	22	15	14	16	8	16	14	23	17	12	22	14	5	3	15	19	9	14	12	10
	Self-efficacy	Curiosity and lifelong learning	38	53	56	56	48	54	44	41	61	34	66	52	83	43	55	44	46	44	52	61	37	48
		Dependability and attention to detail	45	42	37	41	24	32	44	29	37	48	46	39	33	38	30	31	29	30	52	48	50	24
		Motivation and self-awareness	38	64	52	62	52	48	60	49	58	52	55	42	64	43	45	63	54	40	48	64	53	62
		Resilience, flexibility and agility	53	73	56	67	66	66	68	67	73	57	70	59	94	65	55	81	65	44	52	73	67	66
	Working with others	Empathy and active listening	40	49	48	56	38	42	52	39	55	45	53	46	69	51	35	47	48	53	61	68	43	55
		Leadership and social influence	49	46	56	59	59	52	60	57	66	66	59	55	75	51	55	69	63	58	57	73	59	76
		Teaching and mentoring	19	24	37	28	17	50	16	24	23	32	30	20	33	5	25	31	30	28	26	20	27	38
Skills, knowledge and abilities	Cognitive skills	Analytical thinking	51	71	59	72	48	70	80	80	80	61	83	65	89	59	50	59	68	77	43	71	70	86
		Creative thinking	47	55	56	69	62	64	76	73	65	45	57	59	72	49	65	53	59	67	61	60	48	66
		Multi-lingualism	25	29	37	28	28	36	28	16	28	20	22	26	25	11	25	22	22	30	22	25	26	10
		Reading, writing and mathematics	11	27	26	15	17	24	32	16	22	25	28	23	28	16	20	22	20	21	17	24	20	21
		Systems thinking	38	42	63	38	31	50	40	47	42	27	50	39	36	57	65	31	51	42	35	44	45	38
	Engagement skills	Marketing and media	15	18	15	15	17	34	24	10	19	25	18	18	17	24	20	13	29	14	17	27	22	28
		Service orientation and customer service	42	42	41	36	28	36	40	31	51	57	47	39	58	43	25	38	53	58	48	54	51	55
	Management skills	Quality control	40	40	44	46	38	30	24	33	31	25	25	44	19	32	50	34	48	42	39	28	40	31
		Resource management and operations	25	49	41	51	41	24	32	47	33	59	29	41	33	24	50	53	51	42	30	44	56	34
		Talent management	38	44	37	59	35	42	36	37	54	46	49	46	61	46	25	53	57	30	39	59	49	55
	Physical abilities	Manual dexterity, endurance and precision	15	25	26	15	10	2	12	12	8	18	9	11	8	11	25	3	24	12	0	15	17	14
		Sensory-processing abilities	4	9	0	10	7	2	8	8	3	5	7	8	11	5	5	6	17	0	4	7	7	7
	Technology skills	AI and big data	26	35	33	54	34	56	44	31	61	50	66	39	58	51	25	31	42	37	43	41	44	66
		Design and user experience	11	22	15	31	21	36	16	22	32	27	39	27	33	16	5	16	26	16	26	28	27	48
		Networks and cybersecurity	19	13	19	26	24	22	24	20	38	39	37	30	31	16	0	22	18	30	13	19	34	48
		Programming	9	9	7	10	10	12	16	20	22	11	36	12	19	14	5	19	20	7	9	12	19	38
		Technological literacy	38	51	41	59	38	54	48	61	65	52	50	42	67	32	55	44	61	37	30	47	52	55

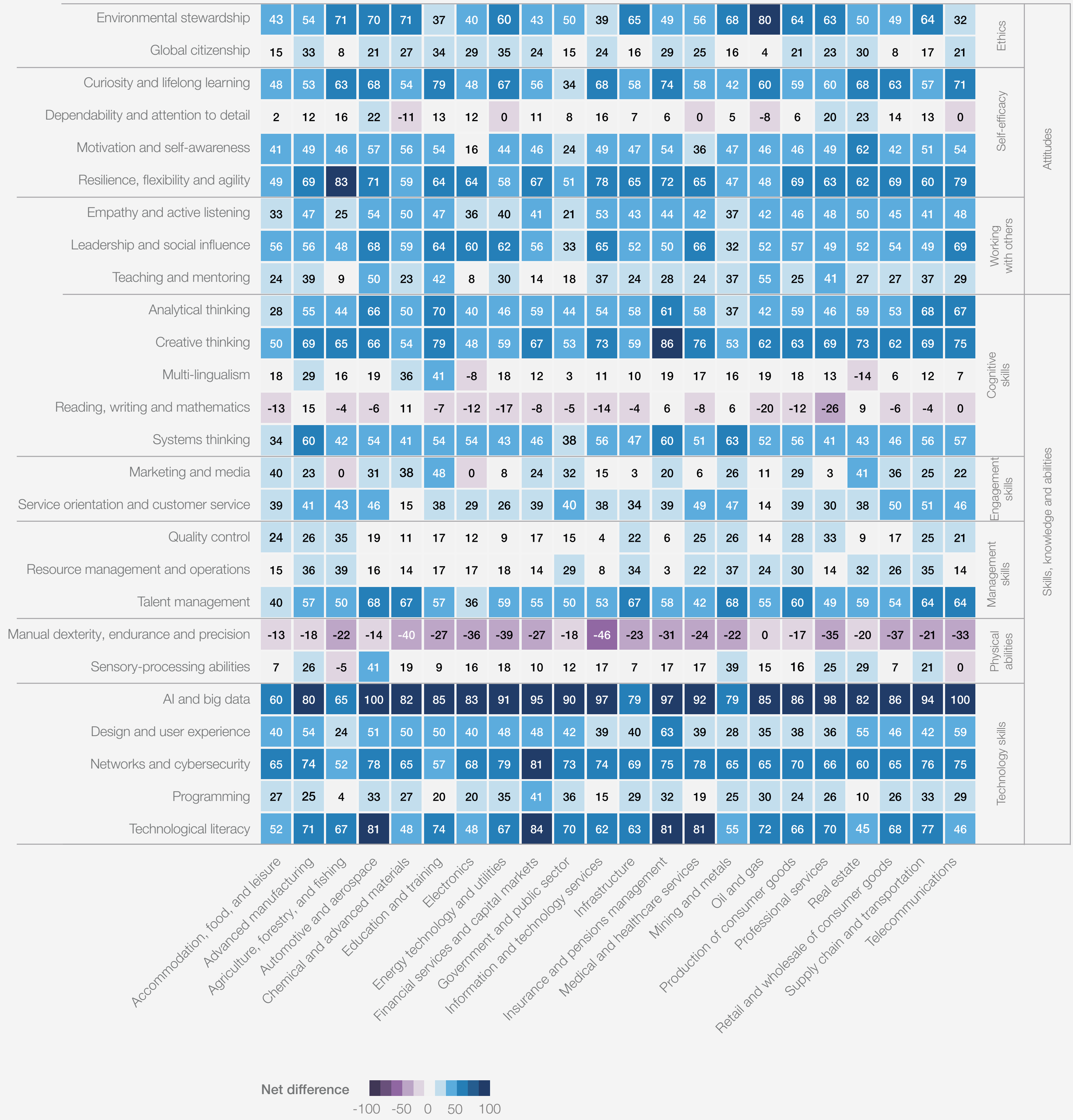
Share of employers 0 50 100

Source

World Economic Forum, Future of Jobs Survey 2024.

TABLE 5.8 Skill evolution, 2025-2030

Net difference between the share of employers which consider skills to be increasing and decreasing in importance to their workers from 2025 to 2030 (%). The share of employers predicting skill stability is not used in the calculation.



			Accommodation, food, and leisure	Advanced manufacturing	Agriculture, forestry, and fishing	Automotive and aerospace	Chemical and advanced materials	Education and training	Electronics	Energy technology and utilities	Financial services and capital markets	Government and public sector	Information and technology services	Infrastructure	Insurance and pensions management	Medical and healthcare services	Mining and metals	Oil and gas	Production of consumer goods	Professional services	Real estate	Retail and wholesale of consumer goods	Supply chain and transportation	Telecommunications
Attitudes	Ethics	Environmental stewardship	43	54	71	70	71	37	40	60	43	50	39	65	49	56	68	80	64	63	50	49	64	32
		Global citizenship	15	33	8	21	27	34	29	35	24	15	24	16	29	25	16	4	21	23	30	8	17	21
	Self-efficacy	Curiosity and lifelong learning	48	53	63	68	54	79	48	67	56	34	68	58	74	58	42	60	59	60	68	63	57	71
		Dependability and attention to detail	2	12	16	22	-11	13	12	0	11	8	16	7	6	0	5	-8	6	20	23	14	13	0
		Motivation and self-awareness	41	49	46	57	56	54	16	44	46	24	49	47	54	36	47	46	46	49	62	42	51	54
		Resilience, flexibility and agility	49	69	83	71	59	64	64	58	67	51	78	65	72	65	47	48	69	63	62	69	60	79
	Working with others	Empathy and active listening	33	47	25	54	50	47	36	40	41	21	53	43	44	42	37	42	46	48	50	45	41	48
		Leadership and social influence	56	56	48	68	59	64	60	62	56	33	65	52	50	66	32	52	57	49	52	54	49	69
		Teaching and mentoring	24	39	9	50	23	42	8	30	14	18	37	24	28	24	37	55	25	41	27	27	37	29
Skills, knowledge and abilities	Cognitive skills	Analytical thinking	28	55	44	66	50	70	40	46	59	44	54	58	61	58	37	42	59	46	59	53	68	67
		Creative thinking	50	69	65	66	54	79	48	59	67	53	73	59	86	76	53	62	63	69	73	62	69	75
		Multi-lingualism	18	29	16	19	36	41	-8	18	12	3	11	10	19	17	16	19	18	13	-14	6	12	7
		Reading, writing and mathematics	-13	15	-4	-6	11	-7	-12	-17	-8	-5	-14	-4	6	-8	6	-20	-12	-26	9	-6	-4	0
		Systems thinking	34	60	42	54	41	54	54	43	46	38	56	47	60	51	63	52	56	41	43	46	56	57
	Engagement skills	Marketing and media	40	23	0	31	38	48	0	8	24	32	15	3	20	6	26	11	29	3	41	36	25	22
		Service orientation and customer service	39	41	43	46	15	38	29	26	39	40	38	34	39	49	47	14	39	30	38	50	51	46
	Management skills	Quality control	24	26	35	19	11	17	12	9	17	15	4	22	6	25	26	14	28	33	9	17	25	21
		Resource management and operations	15	36	39	16	14	17	17	18	14	29	8	34	3	22	37	24	30	14	32	26	35	14
		Talent management	40	57	50	68	67	57	36	59	55	50	53	67	58	42	68	55	60	49	59	54	64	64
	Physical abilities	Manual dexterity, endurance and precision	-13	-18	-22	-14	-40	-27	-36	-39	-27	-18	-46	-23	-31	-24	-22	0	-17	-35	-20	-37	-21	-33
		Sensory-processing abilities	7	26	-5	41	19	9	16	18	10	12	17	7	17	17	39	15	16	25	29	7	21	0
	Technology skills	AI and big data	60	80	65	100	82	85	83	91	95	90	97	79	97	92	79	85	86	98	82	86	94	100
		Design and user experience	40	54	24	51	50	50	40	48	48	42	39	40	63	39	28	35	38	36	55	46	42	59
		Networks and cybersecurity	65	74	52	78	65	57	68	79	81	73	74	69	75	78	65	65	70	66	60	65	76	75
		Programming	27	25	4	33	27	20	20	35	41	36	15	29	32	19	25	30	24	26	10	26	33	29
		Technological literacy	52	71	67	81	48	74	48	67	84	70	62	63	81	81	55	72	66	70	45	68	77	46

Source

World Economic Forum, Future of Jobs Survey 2024.

Conclusions

The transformation of the jobs and skills landscape anticipated by this year's Future of Jobs Survey respondents will have significant impacts on businesses, industries, governments and workers worldwide. It is crucial to develop nuanced forecasts, identify appropriate workforce and talent strategies, and make informed decisions on managing disruptions to jobs and skills for employers and workers alike.

This edition of the *Future of Jobs Report* presents a mixed picture with regard to the 2025-2030 outlook for the global labour market. On the one hand, amid newly emerging drivers such as increasing geoeconomic fragmentation, rising cost of living and the widespread adoption of AI tools in the workforce, global macrotrends create an ever-more complex environment for policy-makers, employers and workers to navigate, and uncertainty remains high. On the other hand, the report finds a strongly net-positive global employment outlook, with a continuing decrease in the rate of skills obsolescence, as reskilling, upskilling and redeployment initiatives implemented in recent years begin to register in the data and materialize their global workforce impact.

Employers across all industries and geographies demonstrate greater awareness and willingness than in previous editions of the report to proactively engage in addressing workforce and talent challenges, and to do so by pragmatically leveraging innovative approaches such as skills-based hiring policies and a more strategic focus on diversity, equity and inclusion.

However, skills gaps remain the predominant barrier to transformation across most industries and economies, and this year's edition of the *Future of Jobs Report* captures some early signals of likely future priority areas for constructive multistakeholder engagement, including a need for proactive and dynamic job transitions across a wider and growing range of job roles and questions concerning the appropriate future balance between deeper automation and broader augmentation.

This last point reflects a core tenet of the *Future of Jobs Report* since its inception: that the future of work can be shaped for better outcomes and that it is the policy, business and investment decisions made by leaders today that will determine these outcomes and the future space for action. The World Economic Forum is actively supporting the building of a future-ready, inclusive workforce through its two human capital flagship initiatives: The Reskilling Revolution and The Jobs Initiative. We hope that this report will contribute to an ambitious multistakeholder agenda to better prepare workers, businesses, governments, educators and civil society, empowering them to build a better future of jobs for all.

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Appendix: Report Methodology

This report is based on an analysis of the results of the edition of an extensive survey of Chief People, Chief Learning Officers, Chief Strategy Offices and Chief Executive Officers of leading global employers. Established in 2015, the Future of Jobs Survey has been instrumental in providing insights into the evolution of jobs and skills and the future labour market. It is a pioneering measurement tool that enables companies and governments to map their workforce planning for the next five years. Survey data is collected across economies and industries, providing a compass for private- and public-sector leaders who strive to ensure a better future of work for all.

Survey design

The Future of Jobs Survey 2024 builds on the methodology from the previous survey editions. Following survey best practices and informed by literature review, several questions were refined and new questions were added.

The survey consists of five interrelated parts. **Business Trends 2024-2030** focuses on the macrotrends and technology adoption. It also examines the organizations' transformation barriers. **Occupation Trends 2024-2030** identifies the roles and how these are expected to evolve up until 2030. It also studies how the macrotrends and technology trends contribute to the job growth and decline. **Skill Trends 2024-2030** analyses the skills in demand and collects information on training programmes and employee reskilling needs and efforts. **Workforce Practices 2024-2030** explores the talent strategies and talent-management practices in organizations. **People and Technology** assesses the automation and augmentation level at the job and task level, as well as companies' approach to enabling people and technology working together.

The survey is comprised of 38 questions and was made available in 12 languages: Arabic, Bahasa Indonesia, Chinese (simplified), French, Hebrew, Japanese, Portuguese, Russian, Serbian, Spanish, Turkish and Vietnamese. The survey collection process was conducted via Qualtrics, with data collection spanning a four-month period from May to September 2024.

Representativeness

The survey set out to represent the current strategies, projections and estimates of global businesses, with a focus on large multinational companies and more localized companies which are of significance due to their employee or revenue size. As such, there are two areas of the future of jobs that remain out of scope for this report: the future of jobs as it relates to the activities of small enterprises and as it relates to the informal sector.

The Future of Jobs Survey was distributed through collaboration between the World Economic Forum and its regional survey partners, amplified by the World Economic Forum's extensive network and its constituents. The survey is also the result of cross-departmental coordination within the World Economic Forum. The Forum's Global Industries Team supported the report team's efforts to collect relevant samples. For key partners in the survey distribution process, please refer to both the Survey Partners and Acknowledgements sections.

Detailed sample design specifications were shared with survey partners, requesting that the sample of companies targeted for participation in the survey should be drawn from a cross-section of leading companies that make up an economy or region's economy. The target companies were specified as the largest multinational and national companies, significant in terms of revenue or employee size. The threshold was set at companies with 500 employees or more as questions concerning job and skill outlook are most relevant for larger companies with a significant share of employment.

The final sub-selection of economies with data of sufficient quality to be featured in the report was based on the overall number of responses from companies with a presence in each economy. The survey has arrived at a sample in which more than half of the companies surveyed operate in more than one economy, and a reasonable range of companies maintained a focused local or regional presence. The final sub-selection of industries was included based on the overall number of responses by industry, in addition to a qualitative review of the pool of named companies represented in the survey data. The final sub-selection of regions and income groups was included based on the headquarter locations of the companies.

After relevant criteria were applied, the sample was found to be composed of 22 industry clusters and 55 economies. Industry clusters include: Accommodation, Food, and Leisure; Advanced Manufacturing; Agriculture, Forestry, and Fishing; Automotive and Aerospace; Chemical and Advanced Materials; Education and Training; Electronics; Energy Technology and Utilities; Financial Services and Capital Markets; Government and Public Sector; Information and Technology Services; Infrastructure; Insurance and Pensions Management; Medical and Healthcare Services; Mining and Metals; Oil and Gas; Production of Consumer Goods; Professional Services; Real Estate; Retail and Wholesale of Consumer Goods; Supply Chain and Transportation; and Telecommunications. Refer to Table A1 for the list of industry clusters. Economies include Argentina, Australia, Austria, Bahrain, Belgium, Brazil, Canada, China, Colombia, Czechia, Denmark, Egypt, Estonia, France, Germany, Greece, Hong Kong SAR, China, Hungary, India, Indonesia, Ireland, Israel, Italy, Japan, Kazakhstan, Republic of Korea, Latvia, Lithuania, Malaysia, Mexico, Morocco, Netherlands, Nigeria, Norway, Philippines, Poland, Portugal, Romania, Saudi Arabia, Serbia, Singapore, Slovenia, South Africa, Spain, Sweden, Switzerland, Thailand, Tunisia, Türkiye, United Arab Emirates, United Kingdom, United States of America, Uzbekistan, Viet Nam and Zimbabwe. Collectively, these economies represent 88% of global GDP.

In total, the report's dataset contains 1,043 unique responses by global companies, collectively representing more than 14.1 million employees worldwide.

Classification frameworks for jobs and skills

This year's report employed the Occupational Information Network (O*NET) framework, cross-walked with the International Standard Classification of Occupations (ISCO). O*NET was developed by the US Department of Labour in collaboration with its Bureau of Labour Statistics' Standard Classification of Occupations (SOC) and remains the most extensive and respected classification of its kind. ISCO is a classification system developed by the International Labour Organization (ILO) to organize information on jobs and labour. It is a part of the UN's classification system for social and economic purposes. The list of roles used in the report has been enhanced with roles which were consistently added to previous editions of the report and refer to the emerging roles from data partner collaborations.

Both the Future of Jobs survey and the Future of Jobs report use the World Economic Forum's Global Skills Taxonomy to categorize skills (Table A2). Built on a foundation of data insights and ongoing inputs from our network of partners, the taxonomy focuses on the skills that are needed by workers across sectors and regions in a fast-changing labour market. It is designed to serve as a "universal adapter" between data presented in the language of the many region and industry specific skills taxonomies in use. You may view the Global Skills Taxonomy on the Reskilling Revolution webpage. New data from the Future of Jobs Survey is presented in Chapter 3.

TABLE A1 **Taxonomy of industry categories**

Industry cluster	Industry
Accommodation, Food and Leisure	Accommodation, Food and Leisure Services Rental, Reservation and Leasing Services
Agriculture and Natural Resources	Agriculture, Forestry and Fishing
Automotive and Aerospace	Automotive and Aerospace
Care, Personal Services and Wellbeing	Care and Social Work Services Personal Care, Wellbeing and Repair Services
Education and Training	Education and Training
Energy and Materials	Chemical and Advanced Materials Energy Technology and Utilities Mining and Metals Oil and Gas
Financial Services	Financial Services and Capital Markets Insurance and Pensions Management

TABLE A1 Taxonomy of industry categories

Industry cluster	Industry
Government and Public Sector	Government and Public Sector
Health and Healthcare	Medical and Healthcare Services
Information Technology and Digital Communications	Information and Technology Services Telecommunications
Infrastructure	Engineering and Construction Water and Waste Management
Manufacturing	Advanced Manufacturing Electronics Production of Consumer Goods
Media, Entertainment and Sports	Arts, Entertainment and Recreation Media and Publishing
Non-Governmental and Membership Organizations	Extraterritorial Organizations and Bodies Non-Profit Organizations, Professional Bodies and Unions
Professional Services	Business Support and Premises Maintenance Services Employment Services Research, Design and Business Management Services
Real Estate	Real Estate
Retail and Wholesale of Consumer Goods	Retail and Wholesale of Consumer Goods
Supply Chain and Transportation	Supply Chain and Transportation

Metrics

Statistical samples presented in this report correspond to organizations' self-reported economies and industries of operation. Each organization which responded to the Future of Jobs Survey was permitted to associate itself with up to 10 economies and up to three industries of operation.

Most metrics presented in this report are shares of respondents identifying their organization with a business strategy/impact or the mean value of a metric relating to business operations which was directly estimated by respondents. A small number of metrics relating to labour markets and skills are derived from information provided in different formats. These are described below.

Net growth in employment and labour-market churn

This edition of the Future of Jobs Report continues to estimate growth and labour-market churn in the next five years. Net growth represents the forecast increase or decrease in the size of a workforce, either as a fraction of its current size, or in millions of employees. Labour-market churn represents the sum of job losses and created jobs in a workforce as a fraction of its initial size. In this report both concepts are applied to roles in the jobs taxonomy (see Table A3) and industries in the industry taxonomy (see Table A1). The figures correspond to changes forecast by survey respondents for a five-year period between 2025 and 2030, with the survey being administered from May to August 2024. Metrics relating to both concepts reflect forecast structural changes in employment across companies, economies, industries and roles. Turnover induced by employees moving between jobs for personal reasons is not included.

Fractional metrics

Respondents aggregated roles included in the jobs taxonomy to six groups:

- Main roles in the organization with a growing employment outlook for the next five years
- Main roles in the organization with a declining employment outlook for the next five years
- Main roles in the organization with a stable employment outlook for the next five years
- Roles that are relatively small presently but strategically important and with a growing employment outlook for the next five years

Respondents allocated up to five roles from the jobs taxonomy to each of the four groups. One of the five roles in the presently relatively small but strategically important and with a growing employment outlook could be specified by a free-text field. Free-text fields were subsequently allocated to jobs in the jobs taxonomy where possible. Metrics on roles are only published in the report when they meet statistical criteria in a given sample.

Respondents subsequently allocated workforce fractions to each of the above groups of jobs at present, and estimated the growth and decline of the main roles with growing outlook, main roles with declining outlook, and relatively small roles presently with growing outlook. These workforce fractions were used to calculate two metrics: estimated net growth between 2025 and 2030 and estimated structural labour-market churn from 2025 to 2030, for the labour forces pertaining to roles in the jobs taxonomy. In the calculation of net growth, for a specific role, a simple mean of the growth and decline was first calculated based on projection from the respondents who have selected this role, while the growth of the roles identified as stable outlook is zero. The net growth draws on weighted averages of the growth and decline weighted on the number of respondents who consider this role as growing and stable, with the numerator reflecting the weighted shares of anticipated workforce increases and decreases and the denominator aggregating total workforce shares across all anticipated states (growing, declining and stable). The churn metric, similarly, adopts absolute values for workforce decreases. These methodologies aim to present an objective, scalable perspective on workforce transformations at the role and industry level.

Reweighted metrics

International Labour Organization (ILO) data were then used to translate the forecast fractional net growth for each role into estimates of the number of jobs that will be created or displaced between 2025 and 2030. ILO estimates of the number of employees in each occupational category of ISCO08 level 2 were used as a basis for the number of employees working at the time of publication. To account for the absence of China-specific data in the ILO's employment-by-occupation dataset, a China employment multiplier was calculated based on the share of China's employment figure in global employment figure and applied under the assumption that China's labour market structure aligns with global patterns. To approximate the number of employees in each occupation of the jobs taxonomy used in the Future of Jobs Survey, the jobs taxonomy (a modified and extended version of the O*NET SOC occupational classification) was mapped to the ISCO08 occupational taxonomy used in the ILO data by modifying and extending the map developed by the U.S. Bureau of Labor Statistics, which connects SOC level 4 and ISCO08 level 4. Estimates of present employment were then multiplied by the fractional net growth estimates obtained from the survey, to estimate net growth worldwide in units of millions of employees.

Using this method, the Future of Jobs dataset described in Chapter 2 corresponds to 1.18 billion employees. By comparison, the ILO dataset used in the analysis accounts for 2.18 billion employees, and 2.76 billion employees upon applying the China multiplier. The remaining 1.58 billion employees correspond to roles for which the Future of Jobs Survey did not collect sufficient data to reliably estimate net growth. Data on employees rather than general employment was used as organizations responding to the Future of Jobs Survey maintain workers in formal rather than informal employment.

The estimates of the number of employees per sector which can be found in the Industry Profiles are based on the full dataset of 2.18 billion employees worldwide. This calculation is described in the user guide to the profiles.

Attribution to jobs

To analyze the impact of specific trends on job growth and decline, survey respondents attributed the growth and decline of roles to macrotrends and technology trends. Respondent's weighted attribution was used to allocate a fraction of job changes to specific trends. These were then mapped to ILO occupation data to calculate the absolute number of jobs created and destroyed per occupation in the next five years.

To limit the potential impact of randomisation inherent in survey data, two techniques were employed: capping the maximum impact of a particular trend-job combination and removing attributions with an insufficient number of respondents. Specifically, the total impact of a single trend on a job was capped at the 99th percentile of all trend-job combinations, 1.61 million for job increase, and 1st percentile, minus 872 thousand for job loss, and attribution pairs with fewer than three votes were excluded, with their impact categorized as unexplained.

TABLE A2

Skill taxonomy

Skills were selected from levels 3 and 4 of the Global Skills Taxonomy to represent skills of interest to organizations across sectors and economies.

Skill family (level 1)	Skill cluster (level 2)	Skill
Attitudes	**Ethics**	Environmental stewardship
		Global citizenship
	Self-efficacy	Curiosity and lifelong learning
		Dependability and attention to detail
		Motivation and self-awareness
		Resilience, flexibility and agility
	Working with others	Empathy and active listening
		Leadership and social influence
		Teaching and mentoring
Skills, knowledge and abilities	**Cognitive skills**	Analytical thinking
		Creative thinking
		Multi-lingualism
		Reading, writing and mathematics
		Systems thinking
	Engagement skills	Marketing and media
		Service orientation and customer service
	Management skills	Quality control
		Resource management and operations
		Talent management
	Physical abilities	Manual dexterity, endurance and precision
		Sensory-processing abilities
	Technology skills	AI and big data
		Design and user experience
		Networks and cybersecurity
		Programming
		Technological literacy

TABLE A3

Job taxonomy

The occupational taxonomy was modified and extended from O*NET SOC.

Job family	Occupation
Achitecture and Engineering	Architects and Surveyors
	Biochemical and Biomedical Engineers
	Chemical Engineers
	Civil Engineers
	Drafters, Engineering Technicians, and Mapping Technicians
	Electrotechnology Engineers
	Energy Engineers
	Environmental Engineers
	Industrial and Production Engineers
	Materials Engineers
	Mechanical Engineers
	Mining Engineers, Metallurgists and Related Professionals
	Nuclear Engineers
	Renewable Energy Engineers
	Robotics Engineers
Arts, Design, Entertainment, Sports and Media	Advertising and Public Relations Professionals
	Broadcasting Technicians
	Commercial and Industrial Designers
	Entertainers and Performers, Sports and Related Workers
	Fashion Designers
	Graphic Designers
	Handicraft Workers
	Interior Designers
	Media and Communication Workers
	Photographers
	Video Game Designers
	Writers and Authors
Business and Financial Operations	Accountants and Auditors
	Business Intelligence Analysts
	Claims Adjusters, Examiners, and Investigators
	Compliance Officers
	Credit and Loans Officers
	Digital Marketing and Strategy Specialists
	Digital Transformation Specialists

TABLE A3

Job taxonomy

The occupational taxonomy was modified and extended from O*NET SOC.

Job family	Occupation
Business and Financial Operations	E-commerce Specialists
	Financial Analysts
	Financial and Investment Advisers
	Human Resources Specialists
	Insurance Underwriters, Valuers, and Loss Assessors
	Investment Fund Managers
	Management and Organisation Analysts
	Recruiters and Technical Recruiters
	Regulatory and Government Associate Professionals
	Risk Management Specialists
	Sales and Marketing Professionals
	Social Media Strategist
	Training and Development Specialists
Community, Social Service and Protective Services	Firefighting and Prevention Workers
	Law Enforcement Workers, including Police Officers and Immigration Inspectors
	Religious Professionals
	Security Guards
	Social Work and Counselling Professionals
Computer and Mathematical	AI and Machine Learning Specialists
	Big Data Specialists
	Blockchain Developers
	Data Analysts and Scientists
	Data Engineers
	Data Warehousing Specialists
	Database and Network Professionals
	Database Architects
	Devops Engineers
	FinTech Engineers
	Full Stack Engineers
	ICT Operations and User Support Technicians
	Information Security Analysts
	Internet of Things Specialists
	Mathematicians, Actuaries and Statisticians
	Online Learning Managers

TABLE A3

Job taxonomy

The occupational taxonomy was modified and extended from O*NET SOC.

Job family	Occupation
Computer and Mathematical	Process Automation Specialists
	Security Management Specialists
	Software and Applications Developers
	Software Testers
	System Engineers
	UI and UX Designers
	Web Developers
Construction and Extraction	Building Framers, Finishers, and Related Trades Workers
	Construction Laborers
	Electrical Equipment Installers and Repairers
	Mining, Petroleum and Other Extraction Workers
Education and Training	Primary School and Early Childhood Teachers
	Secondary Education Teachers
	Special Education Teachers
	University and Higher Education Teachers
	Vocational Education Teachers
Farming, Fishing, and Forestry	Farmworkers, Labourers, and Other Agricultural Workers
	Fishing and Hunting Workers
	Forestry Workers
	Gardeners, Horticultural and Nursery Workers
Healthcare Practitioners and Technicians	Audiologists and Speech Therapists
	Dentists and Associated Professions
	Dietitians and Nutritionists
	Environmental and Occupational Health and Hygiene Professionals
	Epidemiologists and Public Health Specialists
	Generalist Medical Practitioners
	Health Technologists and Technicians
	Midwifery Professionals
	Nursing Professionals
	Optometrists and Opticians
	Paramedical and Emergency Medical Technicians
	Personal Care Workers in Health Services
	Pharmacists and Associated Professions
	Physical Therapists

TABLE A3 Job taxonomy

The occupational taxonomy was modified and extended from O*NET SOC.

Job family	Occupation
Healthcare Practitioners and Technicians	Psychologists and Psychiatrists
	Specialist Medical Practitioners
	Traditional and Complementary Medicine Professionals
	Veterinarians
Hospitality and Food Related	Baristas
	Chefs and Cooks
	Concierges and Hotel Desk Clerks
	Event Managers
	Food and Beverage Serving Workers
	Food Service Counter Attendants
	Hotel and Restaurant Managers
Legal	Arbitrators, Mediators, and Conciliators
	Court Reporters
	Judges
	Judicial Law Clerks
	Lawyers
	Legal Secretaries
	Paralegals and Legal Assistants
	Title Examiners, Abstractors, and Searchers
Management	Business Services and Administration Managers
	General and Operations Managers
	Health and Education Services Managers
	Legislators and Officials
	Managing Directors and Chief Executives
	Manufacturing, Mining, Construction, and Distribution Managers
	Organisational Development Specialists
	Product Managers
	Production Managers in Agriculture, Forestry and Fisheries
	Project Managers
	Relationship Managers
	Strategic Advisors
Manufacturing and Production	Assembly and Factory Workers
	Chemical Processing Plant Operators
	Food Processing and Related Trades Workers

TABLE A3 **Job taxonomy**

The occupational taxonomy was modified and extended from O*NET SOC.

Job family	Occupation
Manufacturing and Production	Garment and Related Trades Workers Petroleum and Natural Gas Refining Plant Operators Power Production Plant Operators Printing and Related Trades Workers Renewable Energy Technicians Sheet and Structural Metal Workers, Moulders and Welders Solar Energy Installation and System Engineers
Natural Science and Sustainability	Chemists and Chemical Laboratory Scientists Environmental Protection Professionals Food Scientists and Technologists Life Scientists Physical Scientists Sustainability Specialists
Office and Administrative	Accounting, Bookkeeping and Payroll Clerks Administrative Assistants and Executive Secretaries Bank Tellers and Related Clerks Client Information and Customer Service Workers Data Entry Clerks Material-Recording and Stock-Keeping Clerks Postal Service Clerks Statistical, Finance and Insurance Clerks
Personal Care, Maintenance and Installation	Building Caretakers, Cleaners and Housekeepers Childcare Workers Electronics and Telecommunications Installers and Repairers Hairdressers, Beauticians and Related Workers Home Appliance Installers and Repairers Mechanics and Machinery Repairers Personal Care Aides Sports and Fitness Workers
Sales	Business Development Professionals Cashiers and Ticket Clerks Door-To-Door Sales Workers, News and Street Vendors, and Related Workers Real Estate Sales Agents

TABLE A3

Job taxonomy

The occupational taxonomy was modified and extended from O*NET SOC.

Job family	Occupation
Sales	Sales and Purchasing Agents and Brokers
	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products
	Securities and Finance Dealers and Brokers
	Shop Salespersons
	Telemarketers
Social Science	Economists
	Social Science Research Assistants
	Social Scientists and Related Workers
	Survey Researchers
Transportation and Logistics	Autonomous and Electric Vehicle Specialists
	Car, Van and Motorcycle Drivers
	Commercial Pilots
	Flight Attendants
	Heavy Truck and Bus Drivers
	Light Truck or Delivery Services Drivers
	Locomotive Engine Drivers and Related Workers
	Postal Service Mail Carriers
	Refuse Workers
	Supply Chain and Logistics Specialists
	Transportation Attendants and Conductors
	Transportation Inspectors
	Water Transportation Workers, including Ship and Marine Cargo Workers, Controllers, and Technicians

User Guide

Economy, Region, and Industry Profiles

Economy, Region, and Industry Profiles present data findings from the Future of Jobs Survey through these respective lenses, with the aim of providing specific practical information to decision-makers and experts in academia, business, government and civil society. Complementing the cross-industry and cross-economy analysis of results in the Future of Jobs Report, this section provides deeper granularity for given industries, regions and economies through dedicated profiles. Additionally, the profiles are intended to enable interested companies and policy-makers with the opportunity to benchmark their organization or economy against the range of expectations prevalent in their industry or region. This User's Guide provides an overview of the information contained in the various profiles and their appropriate interpretation.

1. Hard data contextual indicators:

This section aims to provide the reader with the latest available data from contextual indicators on an economy's labour market.

Working age population

The total working age population is displayed in the top right corner of the page for the economy profile. The working-age population is the number of people aged 25 and over. In addition to using a minimum age threshold, certain countries also apply a maximum age limit.

Period: 2020 or latest available data (accessed November 2024)
Source: ILOSTAT, International Labour Organization

Labour force participation

The labour force participation rate is the labour force as a percentage of the working-age population of people aged 25 and over. The labour force is the sum of all persons of working age who are employed and those who are unemployed.

Period: 2020 or latest available data (accessed November 2024)
Source: ILOSTAT, International Labour Organization

Share of youth not in employment, education, or training, ILO modelled estimates (NEET)

This indicator refers to the proportion of youth who are not in employment and not in education or training. Youth not in education are those who were neither enrolled in school nor in a formal training program (e.g. vocational training).

Period: 2019 or latest available data (accessed November 2024)
Source: ILOSTAT, International Labour Organization

Unemployment rate

The unemployment rate conveys the number of persons who are unemployed as a percentage of the labour force (i.e., the employed plus the unemployed).

Period: 2020 or latest available data (accessed November 2024)
Source: ILOSTAT, International Labour Organization

Unemployment rate among workers with basic and advanced education

The unemployment rate conveys the number of persons who are unemployed as a percentage of the labour force (i.e., the employed plus the unemployed). Data disaggregated by level of education are provided on the highest level of education completed, classified according to the International Standard Classification of Education (ISCED).

Period: 2023 (accessed November 2024)
Source: ILOSTAT, International Labour Organization

Vulnerable employment, total (% of total employment), ILO modelled estimates

Vulnerable employment is contributing family workers and own-account workers as a percentage of total employment.

Period: 2022 (accessed November 2024)
Source: World Bank, World Development Indicators database. Estimates are based on data obtained from International Labour Organization, ILOSTAT

Secondary education attainment

The percentage of population aged 25 and over that attained or completed upper secondary education.

Period: 2019 or latest available data (accessed November 2024)
Source: World Bank, World Development Indicators

database. UNESCO Institute for Statistics (UIS).

Tertiary education attainment

The percentage of population aged 25 and over that attained or completed tertiary education.

Period: 2020 or latest available data (accessed November 2024)
Source: World Bank, World Development Indicators database. UNESCO Institute for Statistics (UIS)

Ease of finding skilled employees in local labour market

Score computed based on the average response of companies operating in this country to the Executive Opinion Survey question "In your country, to what extent can companies find people with the skills required to fill their vacancies in the local labour market?" [1 = Not at all; 7 = To a great extent].

Period: 2023-2024 weighted average
Source: World Economic Forum, Executive Opinion Survey

Fill vacancies by hiring foreign labour

Score computed based on the average response of companies operating in this country to the Executive Opinion Survey question "In your country, to what extent can companies find people with the skills required to fill their vacancies by hiring foreign labour?" [1 = Not at all; 7 = To a great extent].

Period: 2023-2024 weighted average
Source: World Economic Forum, Executive Opinion Survey

Country investment in mid-career training

Score computed based on the average response of companies operating in this country to the Executive Opinion Survey question "In your country, to what extent does government invest in mid-career reskilling and upskilling opportunities?" [1 = Not at all; 7 = To a great extent].

Period: 2023-2024 weighted average
Source: World Economic Forum, Executive Opinion Survey

2. Labour-market churn

This figure is the five-year structural labour-market churn of surveyed employers that operate in the respective economy, region or industry, compared with the global average. Labour-market churn refers to the pace of reallocation of workers and jobs. The Future of Jobs Survey provides insight into structural labour-market churn, namely, the number of expected new jobs, plus the number of roles expected to be displaced during the period, divided by the size of the labour force in question. Structural churn disregards the 'natural' churn of workers moving between jobs for business or personal reasons. For more information, please refer to Appendix A.

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

3. Disruption to skills

This figure shows the average of estimates of surveyed employers that operate in the respective economy, region or industry, compared with the global average, for the question "what proportion of the core skills required by your workforce will remain the same?", compared to the global average.

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

4. Organizations with DEI priorities

This figure shows the share of surveyed employers with diversity, equity and inclusion priorities that operate in the respective economy, region or industry, compared with the global average.
The figure is calculated based on the share of respondents who select "My organization doesn't have DEI priorities" for the question "What are likely to be the key components your workforce diversity, equity and inclusion (DEI) priorities by 2030?".

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

5. Exposure to AI disruption

This figure shows the share of surveyed employers with high exposure to AI that operate in the respective economy, region or industry, compared to the global average. The figure is calculated based on the share of respondents who do not select "My organization has low exposure to AI" for the question "Which strategies is your organization likely to implement by 2030, in response AI's increasing capability and prevalence?".

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

6. Macrotrends driving business transformation

This bar chart shows the share of employers surveyed that identify the macrotrends as likely to drive transformation in the respective economy, region or industry, compared to the global average. It is based on the response to the question "By 2030, which of the following trends are likely to drive transformation in your organization?".

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

7. Technology trends driving business transformation

This bar chart shows the share of employers surveyed that identify the corresponding technology trends as likely to drive transformation in the respective economy, region or industry, compared to the global average. It is based on the response to the question "By 2030, which of the following trends are likely to drive transformation in your organization?".

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

8. Key roles for business transformation

This table provides an overview of the top roles for industry transformation from 2025 until 2030. The list cites the most frequently selected roles of surveyed employers that operate in the respective economy, region or industry. Net growth represents the forecast increase or decrease in the size of a workforce. Churn represents the sum of job losses and created jobs in a workforce as a fraction of its initial size.

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

9. Core skills in 2025 and skills on the rise by 2030

This bar chart and table shows the top core skills in 2025 and skills with the most increase in use by 2030 in the respective economy, region or industry. The data is based on the question "Currently, what are the core skills workers need to perform well in the key roles of your organisation?" and "For your organisation's key roles, would you expect an increase or decrease in the use of the following skills by 2030?", compared to the global average.

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

10. Upskilling and reskilling outlook

The data shows the breakdown of the typical training outlook for a representative group of 100 workers, calculated based on averages of the training strategies reported by employers surveyed in the respective economy, region and industry, compared to the global average.

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

11. Shifting human-machine frontier

The bar chart shows share of total work tasks expected to be delivered predominantly by human workers, by technology (machines and algorithms), or by a combination of both, in the respective economy, region or industry, based on the question "What proportion of time spent, on average across all tasks in your organization, is currently performed predominantly by technology (machines, algorithms etc.), predominantly by humans, or by a combination of the two?", compared to the global average.

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

12. Public policies to increase talent availability

This table shows top public policies, ranked by the share of employers identifying the stated public policies as promising to increase talent availability in the respective economy or region, compared to global averages. This is the result of the question "Which public-policy measures are likely to significantly increase the availability of talent to your organization by 2030?".

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

13. Business practices to improve talent availability

This table shows top business practices, ranked by the share of employers identifying the stated business practices as promising to increase talent availability in the respective industry, compared to global averages. This is the result of the question "Which business practices have the greatest potential to increase the availability of talent to your organization by 2030?".

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

14. Barriers to organisational transformation

The bar chart shows top barriers ranked by the share of employers surveyed expecting that the stated barrier will hinder their organisational transformation in the respective economy, region or industry, compared to global averages. This is the result of the question "What are the major barriers to achieving your organization's goals by 2030?".

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

15. Wage outlook

The bar chart shows the share of employers projecting the share of wages and other forms of workers' compensation as a percentage of the company's total revenues, based on the question "By 2030, as percentage of the company's total revenues, wages and other forms of workers' compensation will represent a growing share compared to today, a similar share as today, or a declining share compared to today", compared to the global average.

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

16. Talent trends

This bar chart shows the share of employers surveyed expecting a positive, neutral and negative outlook for talent availability, talent development and talent retention over the next five years in the respective economy, region or industry. It is based on the response to the question "How would you rate talent availability, development and retention in your organization by 2030?". Net effect is calculated by the share of employers who expect their talent availability to improve or improve significantly minus the share of employers who expect their talent availability to worsen or worsen significantly.

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

17. Planned implementation of diversity, equity and inclusion measures

This table shows the top diversity, equity and inclusion actions ranked by the share of employers surveyed which plan to implement the stated measure in the respective economy, region or industry, compared with global averages. This is the result of the question "What are likely to be the key components your workforce diversity, equity and inclusion (DEI) priorities by 2030?".

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

18. Workforce strategy in response to AI

This table shows the top workforce strategies in response to AI ranked by the share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence in respective economy, region or industry, compared with global averages. This is the result of the question "Which strategies is your organization likely to implement by 2030, in response AI's increasing capability and prevalence?".

Period: 2024
Source: World Economic Forum, Future of Jobs Survey

Economy Profile

1 / 2

Argentina

Working Age Population (Millions)

18.2

Contextual indicators

| Regional average | Income Group average

INDICATORS		min – max	
Labour force participation	(2023)		68%
Vulnerable employment	(2022)		24%
Share of youth not in employment, education, or training (NEET)	(2023)		15%
Unemployment rate	(2023)		4%
Unemployment rate among workers with basic edu.	(2023)		6%
Unemployment rate among workers with advanced edu.	(2023)		2%

INDICATORS		min – max	
Secondary Education Attainment	-		NA
Tertiary Education Attainment	-		NA
Ease of finding skilled employees in local labour market	(2024)		4
Fill vacancies by hiring foreign labour	(2024)		4
Country investment in mid-career training	(2022)		2

Jobs and Skills outlook

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

42% | Global 39%

Skill disruption

Shares of core skills which will change

86% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

100% | Global 88%

AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

■ Economy ■ Global

	Economy	Global
Increased efforts and investments to reduce carbon…	70%	47%
Broadening digital access	70%	60%
Increased efforts and investments to adapt to climate…	44%	41%
Rising cost of living, higher prices or inflation	44%	50%
Slower economic growth	44%	42%
Increased focus on labour and social issues	35%	46%
Increased government subsidies and industrial policy	26%	21%
Increased restrictions to global trade and investment	26%	23%
Growing working-age populations	26%	24%
Stricter anti-trust and competition regulations	17%	17%
Increased geopolitical division and conflicts	17%	34%
Ageing and declining working-age populations	17%	40%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

■ Economy ■ Global

	Economy	Global
AI and information processing technologies (big data, VR, AR…	96%	86%
Robots and autonomous systems	57%	58%
Energy generation, storage and distribution	48%	41%
New materials and composites	39%	30%
Semiconductors and computing technologies	30%	20%
Sensing, laser and optical technologies	26%	18%
Quantum and encryption	22%	12%
Satellites and space technologies	9%	9%
Biotechnology and gene technologies	4%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth ■ Job Growth ■ Job displacement | Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn

NET GROWTH -100% 0 100%

	1.	2.	3.
Data Analysts and Scientists	85	41	85
AI and Machine Learning Specialists	81	82	81
Business Development Professionals	11	19	11
General and Operations Managers	8	4	19
Accountants and Auditors	-5	-8	5
Data Entry Clerks	-24	-26	24

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

■ Economy ▲ Global

CORE SKILLS OF 2025	
Analytical thinking	88%
Leadership and social influence	88%
Empathy and active listening	81%
Resilience, flexibility and agility	75%
Creative thinking	69%

SKILLS OF INCREASING USE BY 2030	
AI and big data	100%
Creative thinking	94%
Technological literacy	88%
Design and user experience	81%
Curiosity and lifelong learning	81%

Argentina

Working Age Population (Millions)

18.2

Upskilling and reskilling outlook

41 | Global 41

Would not need training by 2030

29 | Global 29

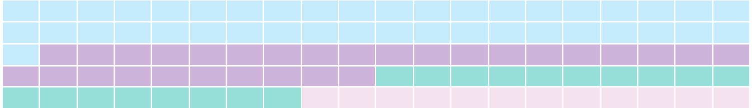
Would be upskilled in their current role

18 | Global 19

Would be upskilled and redeployed

12 | Global 11

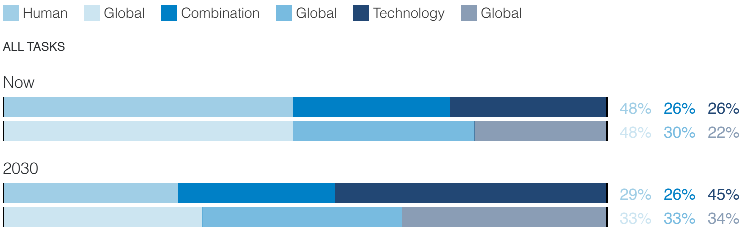
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

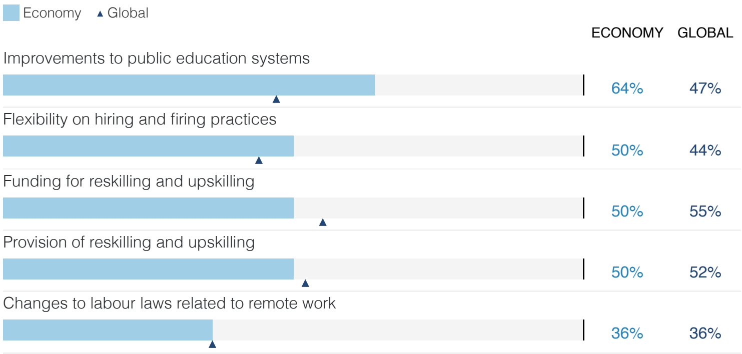
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

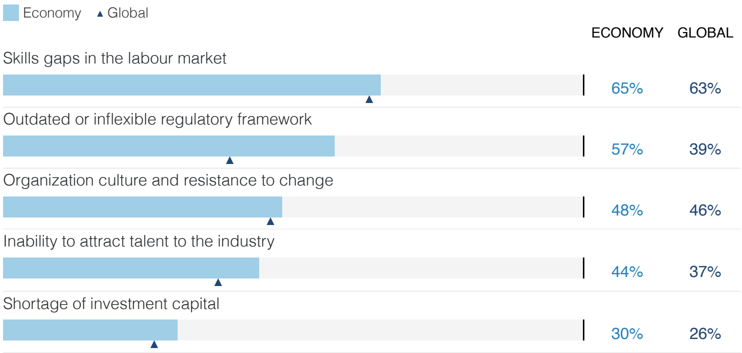
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

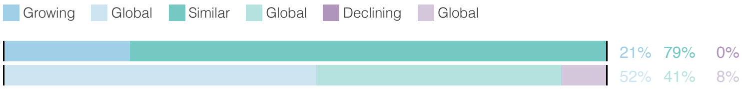
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

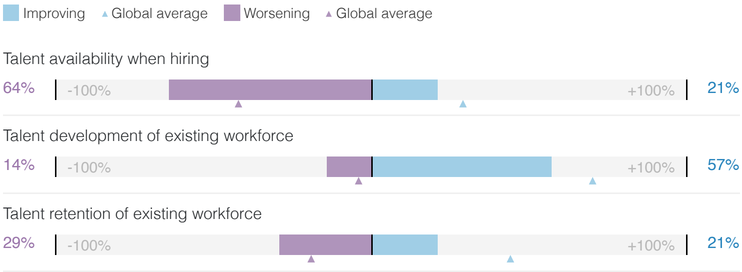
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

86 | Global 51

Run comprehensive DEI training for managers and staff

71 | Global 39

Pay equity reviews and salary audits

57 | Global 33

Anti-harrasment protocols

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

93 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

71 | Global 62

Hiring new people with skills to better work alongside AI

71 | Global 49

Re-orienting your organization to target new business opportunities created by AI

Economy Profile

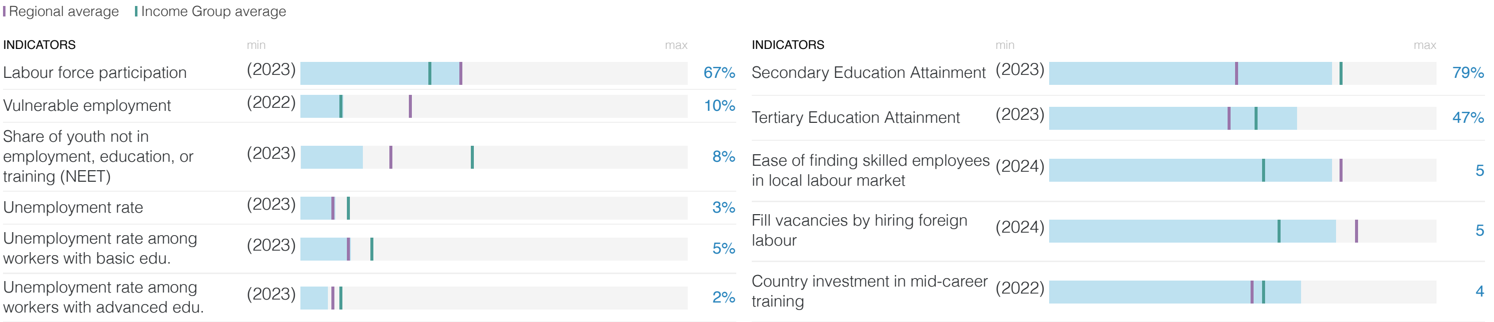
1 / 2

Working Age Population (Millions)

Australia

18.5

Contextual indicators



INDICATORS		
Labour force participation	(2023)	67%
Vulnerable employment	(2022)	10%
Share of youth not in employment, education, or training (NEET)	(2023)	8%
Unemployment rate	(2023)	3%
Unemployment rate among workers with basic edu.	(2023)	5%
Unemployment rate among workers with advanced edu.	(2023)	2%

INDICATORS		
Secondary Education Attainment	(2023)	79%
Tertiary Education Attainment	(2023)	47%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

24% | Global 22%

Labour-market churn
Five-year structural labour-force churn

35% | Global 39%

Skill disruption
Shares of core skills which will change

88% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

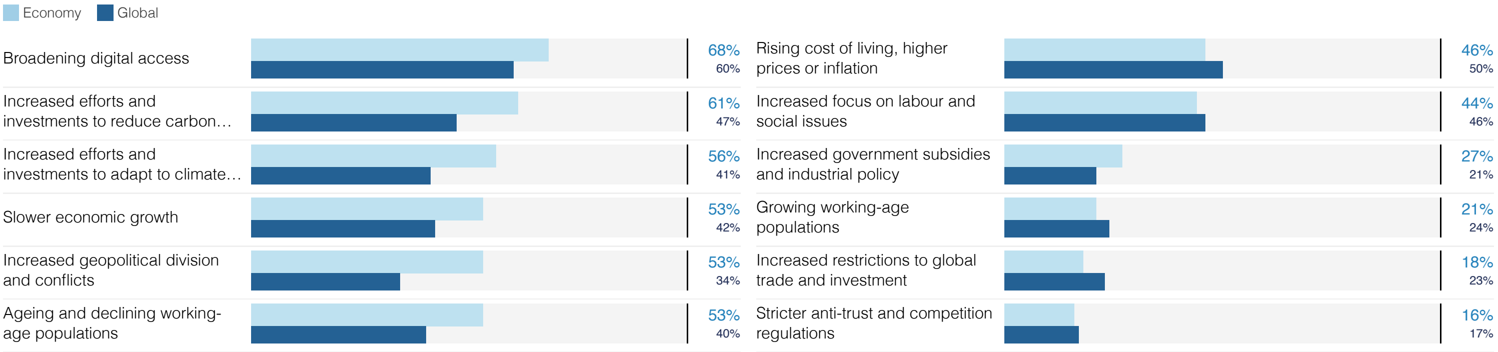
88% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

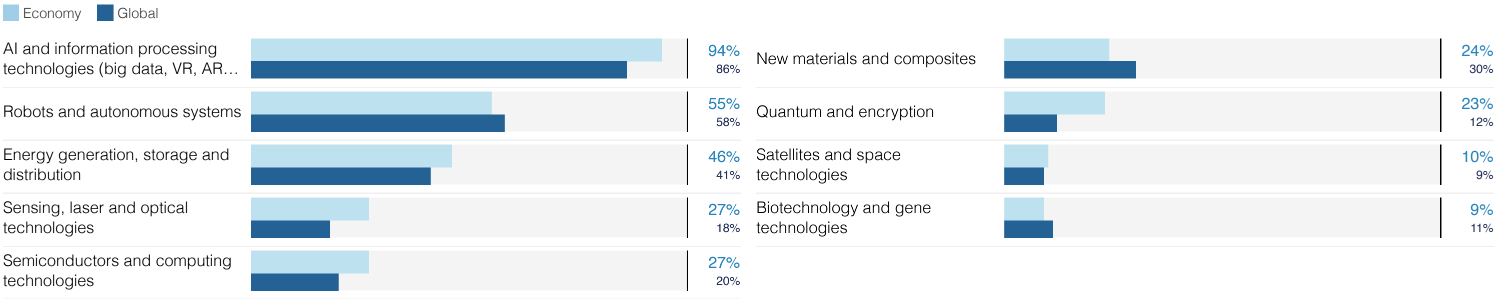


	Economy	Global
Broadening digital access	68%	60%
Increased efforts and investments to reduce carbon…	61%	47%
Increased efforts and investments to adapt to climate…	56%	41%
Slower economic growth	53%	42%
Increased geopolitical division and conflicts	53%	34%
Ageing and declining working-age populations	53%	40%
Rising cost of living, higher prices or inflation	46%	50%
Increased focus on labour and social issues	44%	46%
Increased government subsidies and industrial policy	27%	21%
Growing working-age populations	21%	24%
Increased restrictions to global trade and investment	18%	23%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

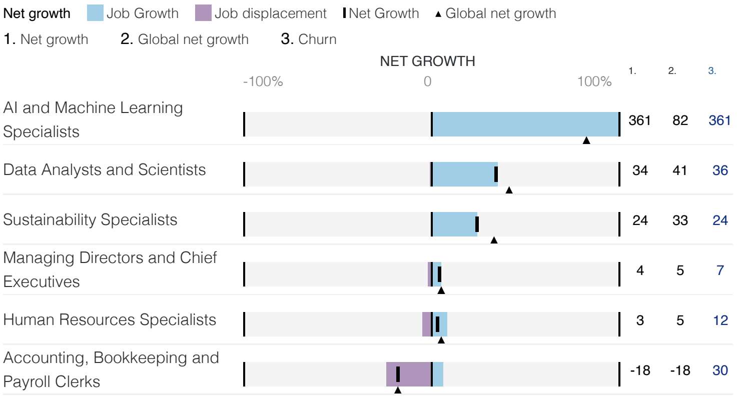


	Economy	Global
AI and information processing technologies (big data, VR, AR…	94%	86%
Robots and autonomous systems	55%	58%
Energy generation, storage and distribution	46%	41%
Sensing, laser and optical technologies	27%	18%
Semiconductors and computing technologies	27%	20%
New materials and composites	24%	30%
Quantum and encryption	23%	12%
Satellites and space technologies	10%	9%
Biotechnology and gene technologies	9%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

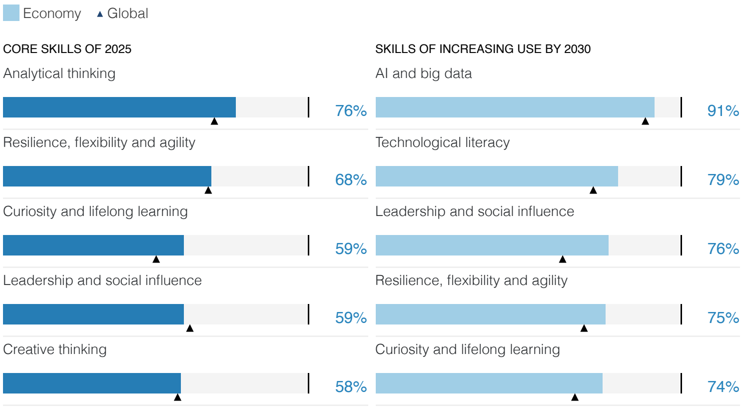


	1. Net growth	2. Global net growth	3. Churn
AI and Machine Learning Specialists	361	82	361
Data Analysts and Scientists	34	41	36
Sustainability Specialists	24	33	24
Managing Directors and Chief Executives	4	5	7
Human Resources Specialists	3	5	12
Accounting, Bookkeeping and Payroll Clerks	-18	-18	30

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	76%
Resilience, flexibility and agility	68%
Curiosity and lifelong learning	59%
Leadership and social influence	59%
Creative thinking	58%

SKILLS OF INCREASING USE BY 2030	
AI and big data	91%
Technological literacy	79%
Leadership and social influence	76%
Resilience, flexibility and agility	75%
Curiosity and lifelong learning	74%

Australia

Working Age Population (Millions)

18.5

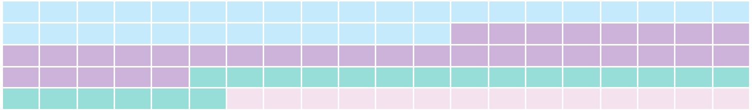
Upskilling and reskilling outlook

32 | Global 41
Would not need training by 2030

33 | Global 29
Would be upskilled in their current role

21 | Global 19
Would be upskilled and redeployed

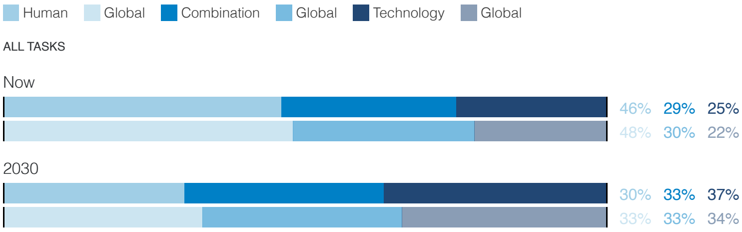
14 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

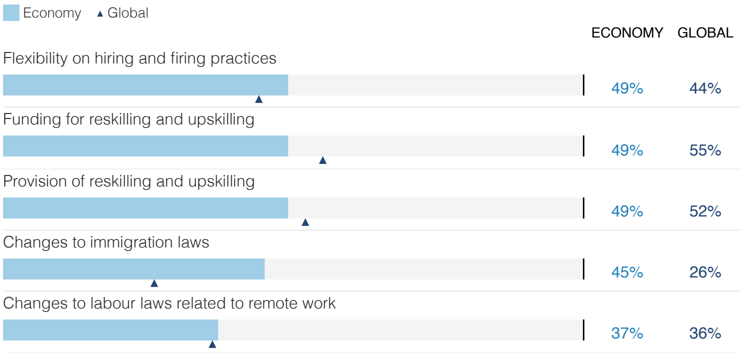
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

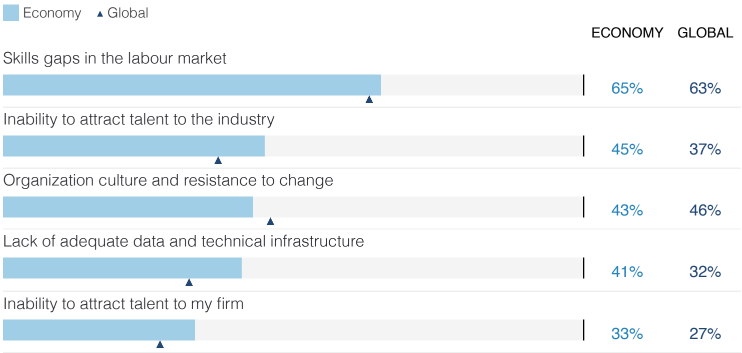
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

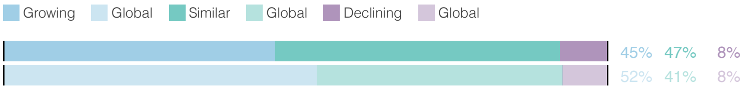
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

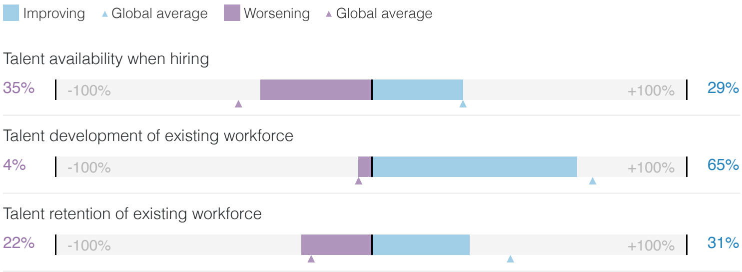
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

65 | Global 42
Set DEI goals, targets or quotas

63 | Global 51
Run comprehensive DEI training for managers and staff

61 | Global 48
Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

92 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

86 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

68 | Global 62
Hiring new people with skills to better work alongside AI

Economy Profile

Working Age Population (Millions)

Austria

6.8

Contextual indicators

| Regional average | Income Group average

INDICATORS		min max	
Labour force participation	(2023)		62%
Vulnerable employment	(2022)		8%
Share of youth not in employment, education, or training (NEET)	(2023)		13%
Unemployment rate	(2023)		5%
Unemployment rate among workers with basic edu.	(2023)		11%
Unemployment rate among workers with advanced edu.	(2023)		3%

INDICATORS		min max	
Secondary Education Attainment	(2023)		83%
Tertiary Education Attainment	(2023)		21%
Ease of finding skilled employees in local labour market	(2024)		4
Fill vacancies by hiring foreign labour	(2024)		4
Country investment in mid-career training	(2022)		5

Jobs and Skills outlook

10% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

100% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

100% | Global 88%

AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

▨ Economy ■ Global

	Economy	Global
Broadening digital access	64%	60%
Rising cost of living, higher prices or inflation	57%	50%
Increased efforts and investments to adapt to climate…	50%	41%
Increased efforts and investments to reduce carbon…	43%	47%
Slower economic growth	43%	42%
Increased geopolitical division and conflicts	39%	34%
Ageing and declining working-age populations	39%	40%
Increased focus on labour and social issues	36%	46%
Growing working-age populations	25%	24%
Stricter anti-trust and competition regulations	21%	17%
Increased government subsidies and industrial policy	18%	21%
Increased restrictions to global trade and investment	18%	23%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

▨ Economy ■ Global

	Economy	Global
AI and information processing technologies (big data, VR, AR…	89%	86%
Robots and autonomous systems	54%	58%
Energy generation, storage and distribution	46%	41%
Semiconductors and computing technologies	25%	20%
Quantum and encryption	14%	12%
Sensing, laser and optical technologies	14%	18%
New materials and composites	11%	30%
Satellites and space technologies	7%	9%
Biotechnology and gene technologies	7%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth ▨ Job Growth ▨ Job displacement | Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn

	NET GROWTH -100% 0 100%	1.	2.	3.
AI and Machine Learning Specialists		37	82	37
Data Analysts and Scientists		26	41	26
Business Intelligence Analysts		22	18	22
Managing Directors and Chief Executives		4	5	5
Administrative Assistants and Executive Secretaries		-13	-20	13
Assembly and Factory Workers		-22	0	23

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

▨ Economy ▲ Global

CORE SKILLS OF 2025	
Analytical thinking	86%
Resilience, flexibility and agility	73%
Curiosity and lifelong learning	68%
Leadership and social influence	64%
Technological literacy	64%

SKILLS OF INCREASING USE BY 2030	
AI and big data	96%
Creative thinking	82%
Networks and cybersecurity	77%
Resilience, flexibility and agility	73%
Technological literacy	73%

Austria

Working Age Population (Millions)

6.8

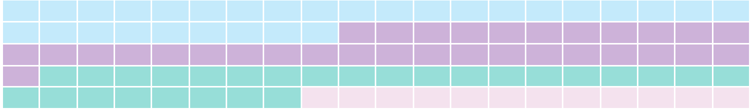
Upskilling and reskilling outlook

29 | Global 41
Would not need training by 2030

32 | Global 29
Would be upskilled in their current role

27 | Global 19
Would be upskilled and redeployed

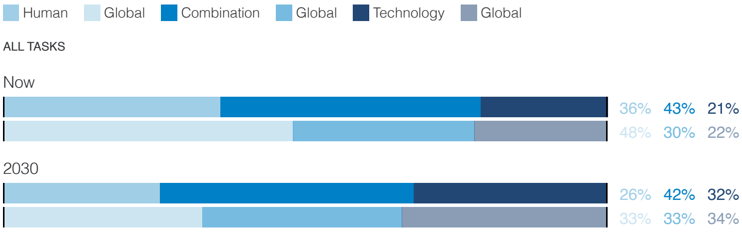
12 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

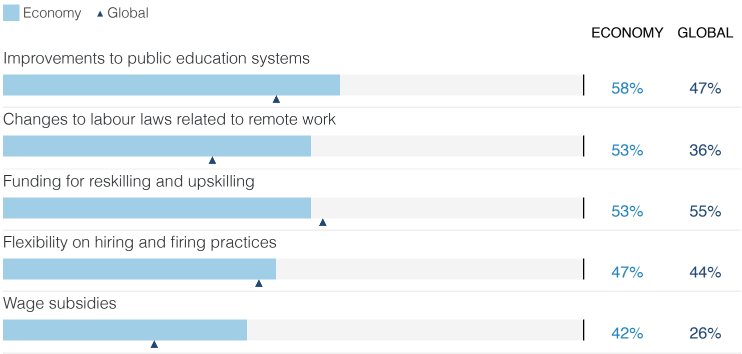
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

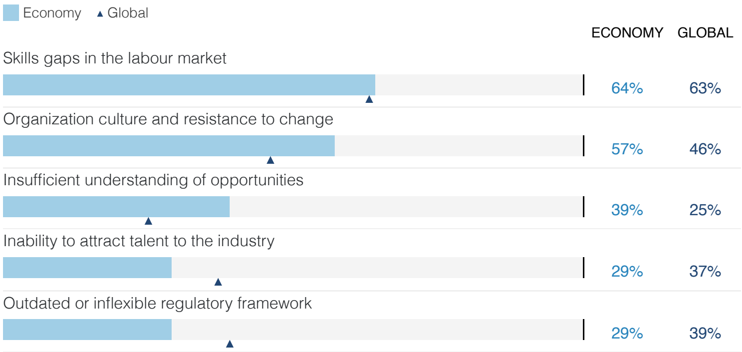


	ECONOMY	GLOBAL
Improvements to public education systems	58%	47%
Changes to labour laws related to remote work	53%	36%
Funding for reskilling and upskilling	53%	55%
Flexibility on hiring and firing practices	47%	44%
Wage subsidies	42%	26%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

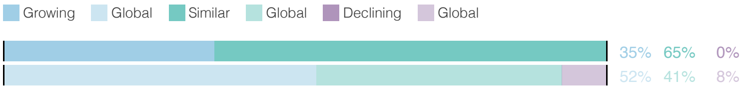


	ECONOMY	GLOBAL
Skills gaps in the labour market	64%	63%
Organization culture and resistance to change	57%	46%
Insufficient understanding of opportunities	39%	25%
Inability to attract talent to the industry	29%	37%
Outdated or inflexible regulatory framework	29%	39%

Wage outlook

Wage trends

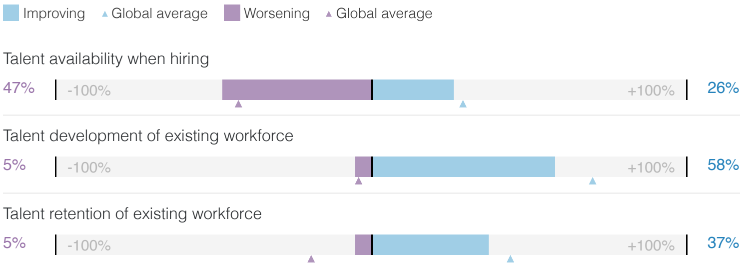
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

50 | Global 51
Run comprehensive DEI training for managers and staff

50 | Global 48
Targeted recruitment, retention and progression initiatives

45 | Global 27
Embed DEI goals and solutions across the supply chain

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

84 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

74 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

74 | Global 49
Re-orienting your organization to target new business opportunities created by AI

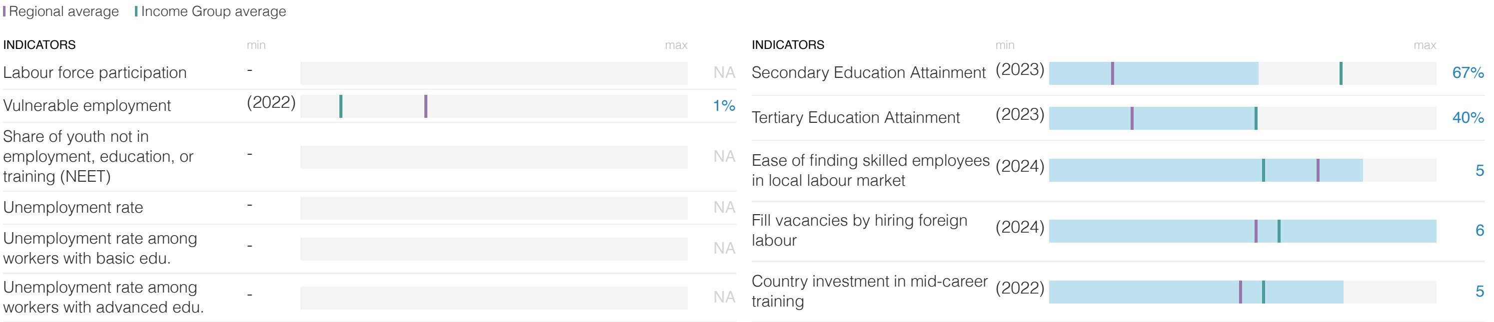
Economy Profile

Bahrain

Working Age Population (Millions)

N/A

Contextual indicators



Jobs and Skills outlook

33% | Global 22%

Labour-market churn

Five-year structural labour-force churn

42% | Global 39%

Skill disruption

Shares of core skills which will change

62% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

92% | Global 88%

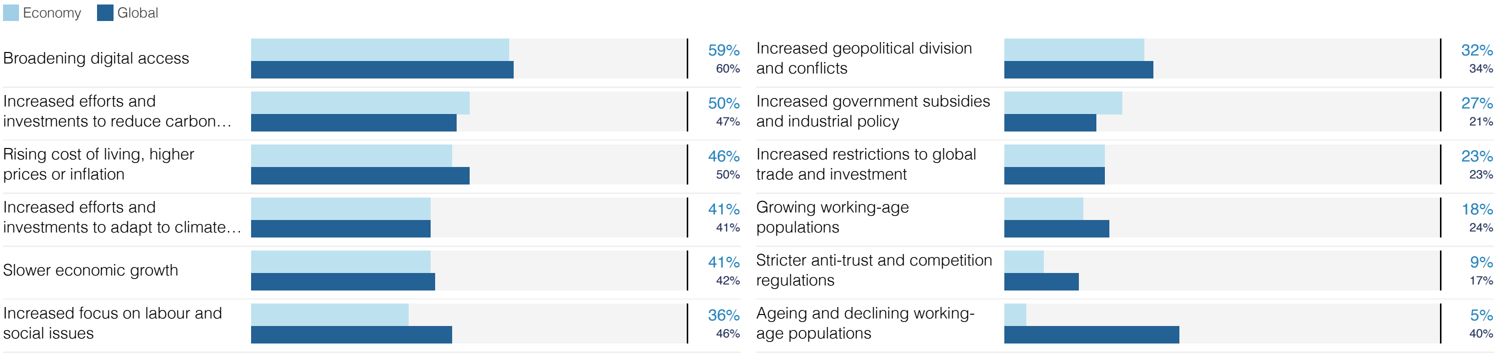
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

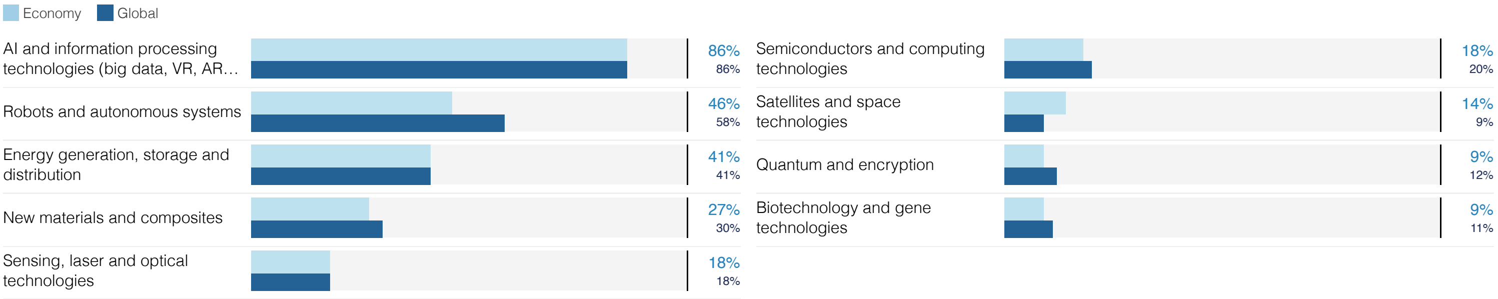
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

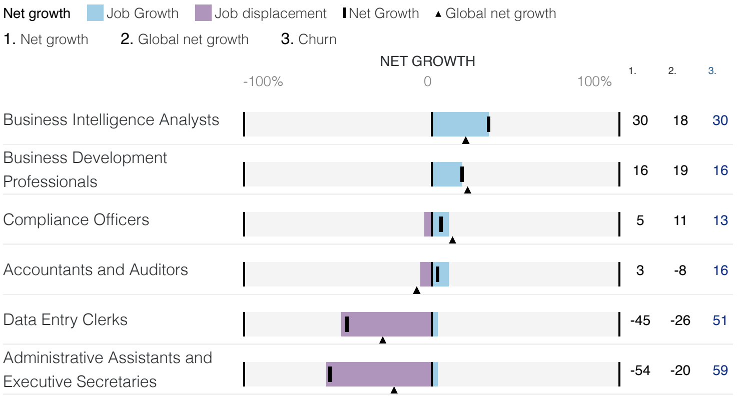
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

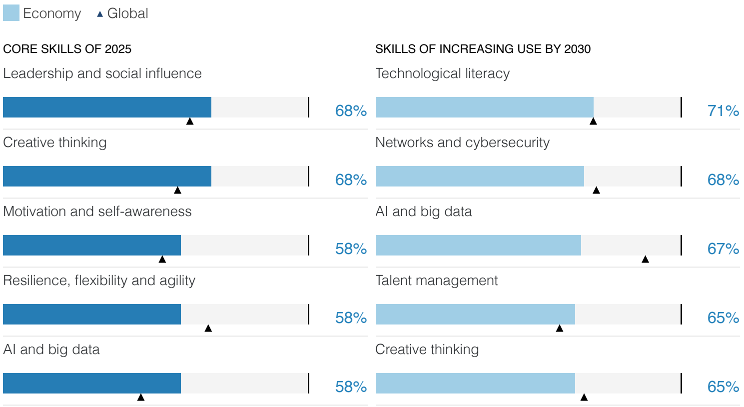
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Bahrain

Working Age Population (Millions)

N/A

Upskilling and reskilling outlook

48 | Global 41

Would not need training by 2030

24 | Global 29

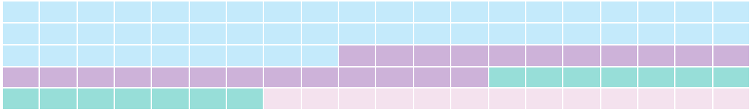
Would be upskilled in their current role

14 | Global 19

Would be upskilled and redeployed

13 | Global 11

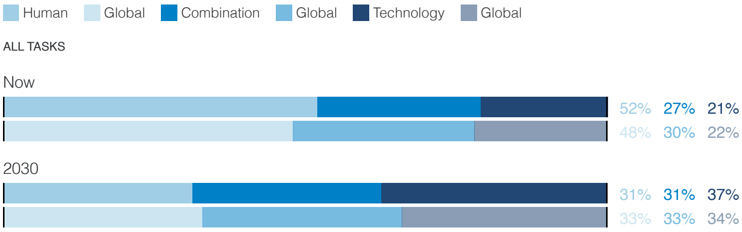
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

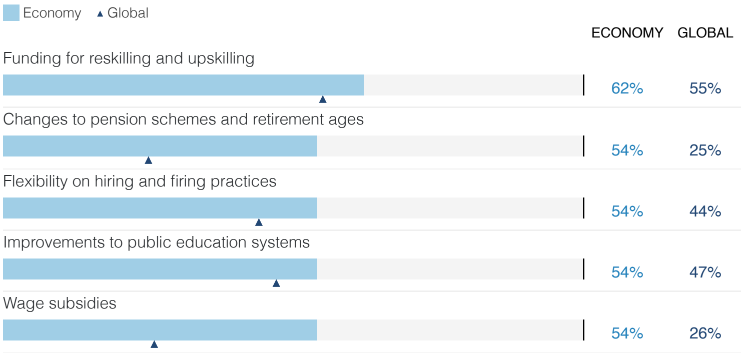
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

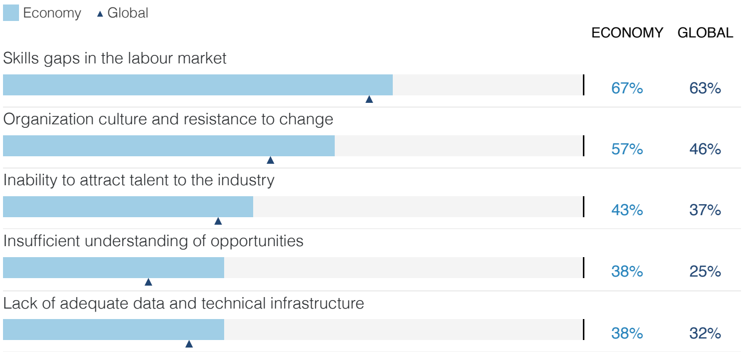
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

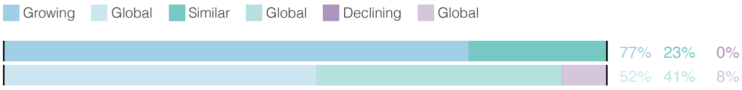
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

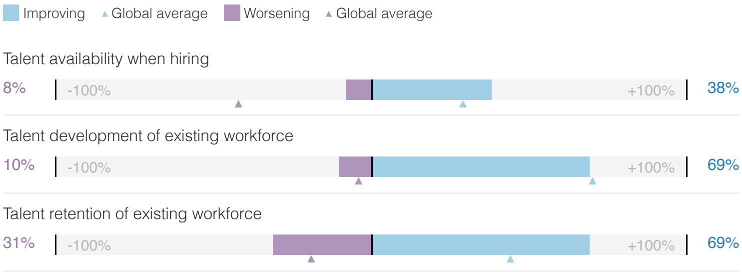
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

39 | Global 51

Run comprehensive DEI training for managers and staff

31 | Global 42

Set DEI goals, targets or quotas

31 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

69 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

62 | Global 47

Transitioning people from jobs that AI will cause to decline, to other roles within your organization

54 | Global 69

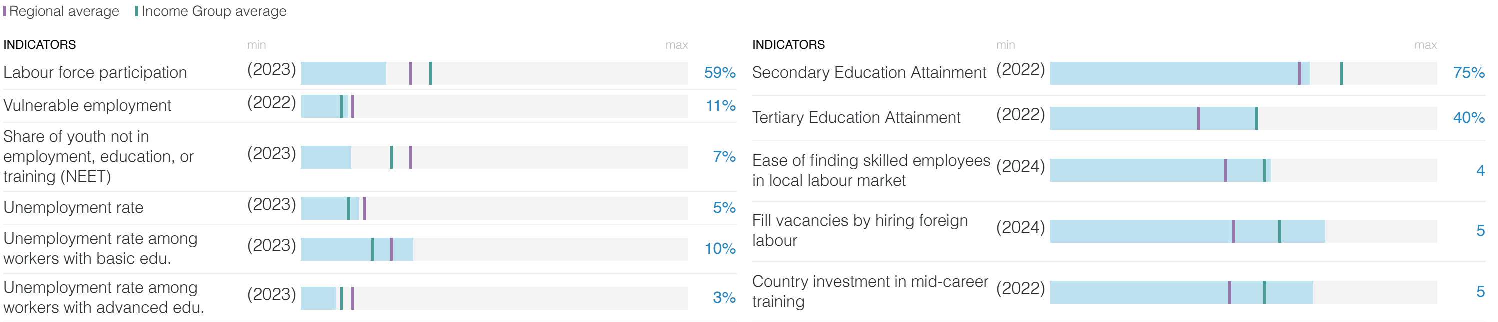
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

Belgium

Working Age Population (Millions)

8.3

Contextual indicators



Labour force participation	(2023)	59%
Vulnerable employment	(2022)	11%
Share of youth not in employment, education, or training (NEET)	(2023)	7%
Unemployment rate	(2023)	5%
Unemployment rate among workers with basic edu.	(2023)	10%
Unemployment rate among workers with advanced edu.	(2023)	3%
Secondary Education Attainment	(2022)	75%
Tertiary Education Attainment	(2022)	40%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

22% | Global 22%

Labour-market churn

Five-year structural labour-force churn

35% | Global 39%

Skill disruption

Shares of core skills which will change

86% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

93% | Global 88%

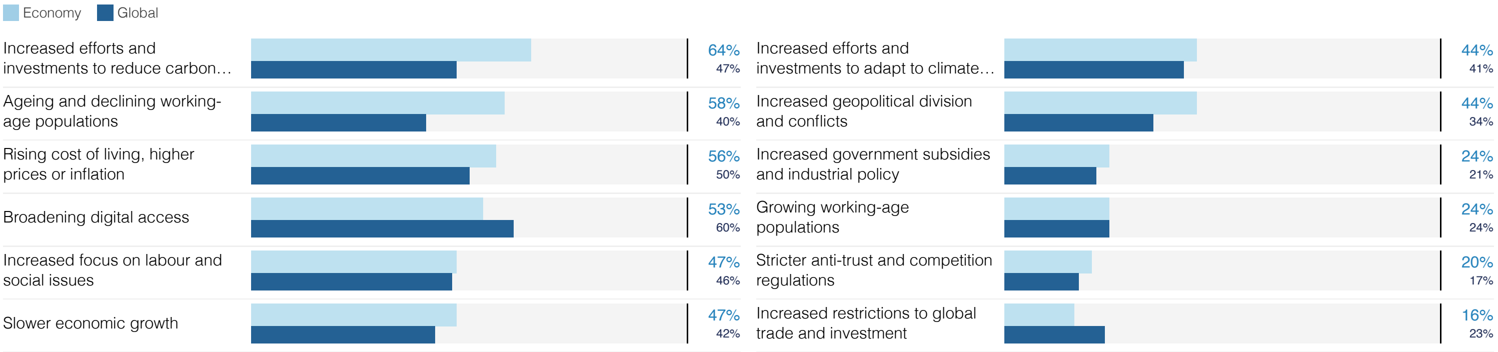
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

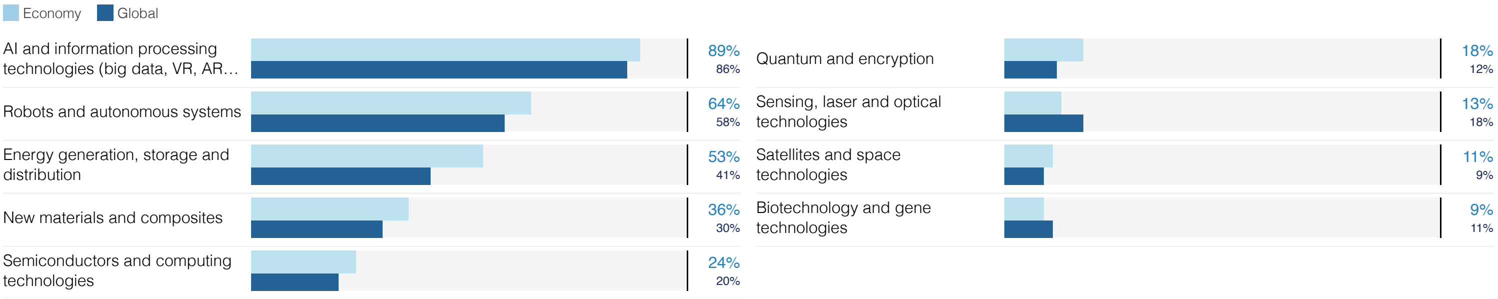


Increased efforts and investments to reduce carbon…	64%	47%
Ageing and declining working-age populations	58%	40%
Rising cost of living, higher prices or inflation	56%	50%
Broadening digital access	53%	60%
Increased focus on labour and social issues	47%	46%
Slower economic growth	47%	42%
Increased efforts and investments to adapt to climate…	44%	41%
Increased geopolitical division and conflicts	44%	34%
Increased government subsidies and industrial policy	24%	21%
Growing working-age populations	24%	24%
Stricter anti-trust and competition regulations	20%	17%
Increased restrictions to global trade and investment	16%	23%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

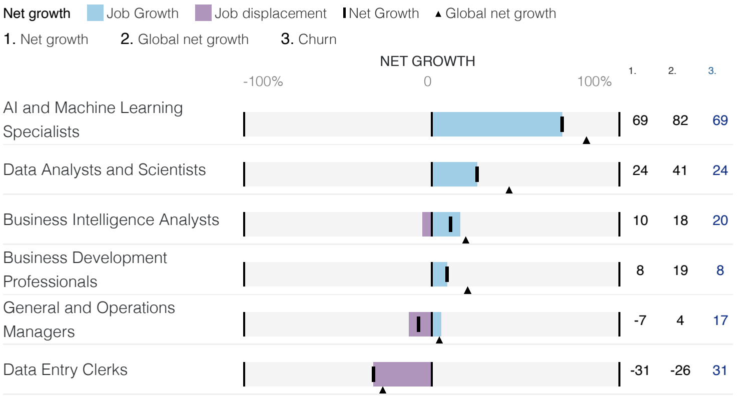


AI and information processing technologies (big data, VR, AR…	89%	86%
Robots and autonomous systems	64%	58%
Energy generation, storage and distribution	53%	41%
New materials and composites	36%	30%
Semiconductors and computing technologies	24%	20%
Quantum and encryption	18%	12%
Sensing, laser and optical technologies	13%	18%
Satellites and space technologies	11%	9%
Biotechnology and gene technologies	9%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



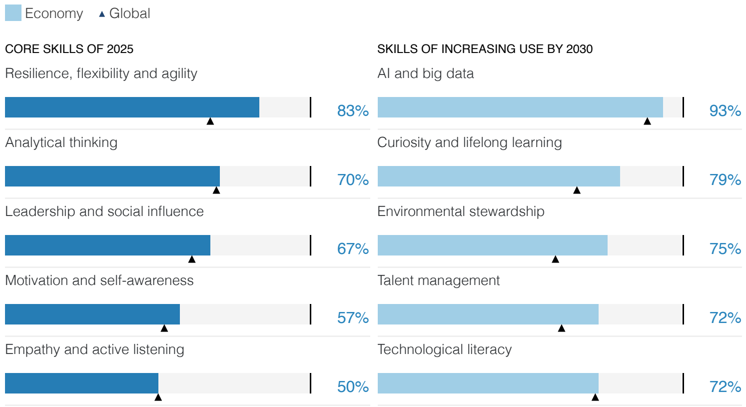
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	69	82	69
Data Analysts and Scientists	24	41	24
Business Intelligence Analysts	10	18	20
Business Development Professionals	8	19	8
General and Operations Managers	-7	4	17
Data Entry Clerks	-31	-26	31

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Resilience, flexibility and agility	83%	AI and big data	93%
Analytical thinking	70%	Curiosity and lifelong learning	79%
Leadership and social influence	67%	Environmental stewardship	75%
Motivation and self-awareness	57%	Talent management	72%
Empathy and active listening	50%	Technological literacy	72%

Belgium

Working Age Population (Millions)

8.3

Upskilling and reskilling outlook

39 | Global 41

Would not need training by 2030

29 | Global 29

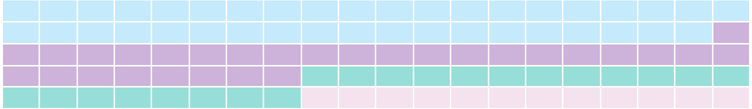
Would be upskilled in their current role

20 | Global 19

Would be upskilled and redeployed

12 | Global 11

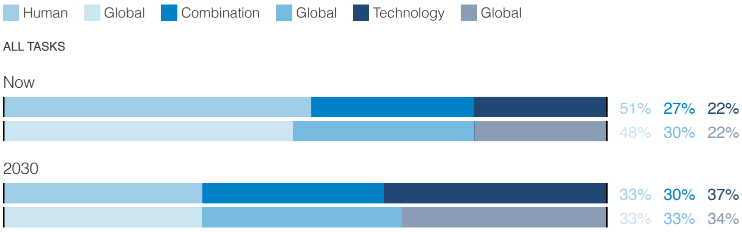
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

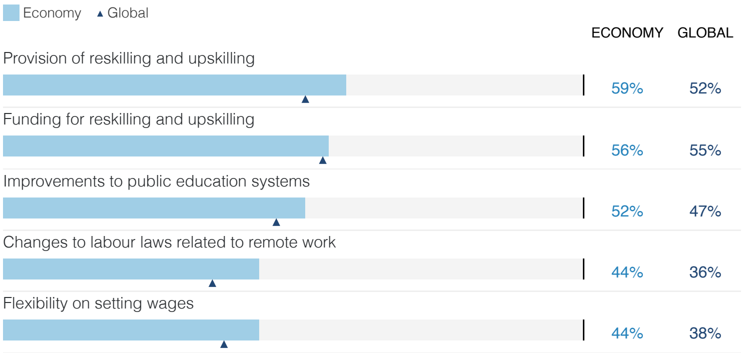
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

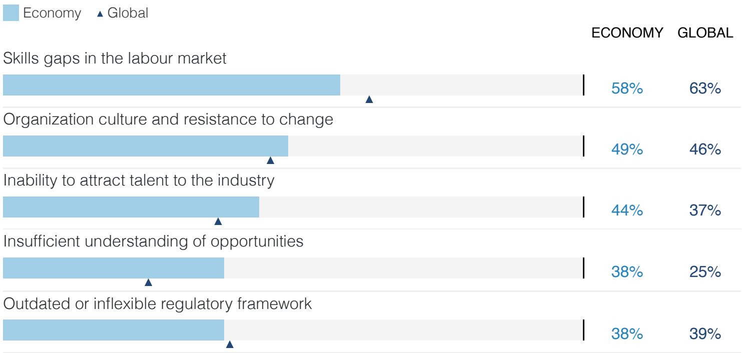
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

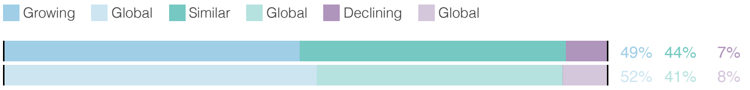
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

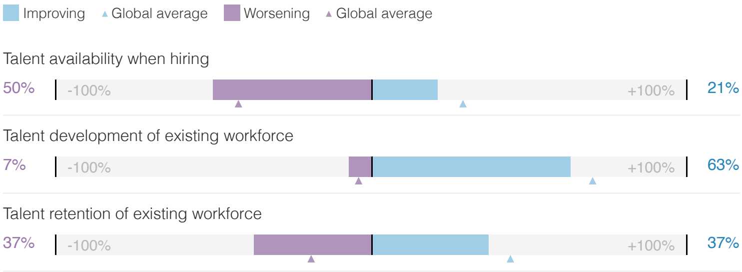
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

64 | Global 48

Targeted recruitment, retention and progression initiatives

61 | Global 51

Run comprehensive DEI training for managers and staff

57 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

89 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

70 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

70 | Global 62

Hiring new people with skills to better work alongside AI

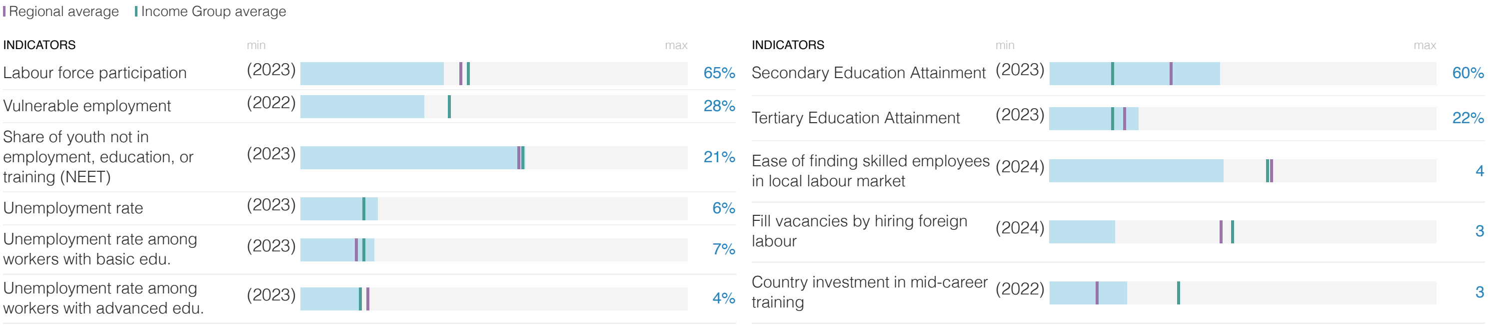
Economy Profile

Brazil

Working Age Population (Millions)

140.5

Contextual indicators



INDICATORS		
Labour force participation	(2023)	65%
Vulnerable employment	(2022)	28%
Share of youth not in employment, education, or training (NEET)	(2023)	21%
Unemployment rate	(2023)	6%
Unemployment rate among workers with basic edu.	(2023)	7%
Unemployment rate among workers with advanced edu.	(2023)	4%

INDICATORS		
Secondary Education Attainment	(2023)	60%
Tertiary Education Attainment	(2023)	22%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	3
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

24% | Global 22%

Labour-market churn
Five-year structural labour-force churn

37% | Global 39%

Skill disruption
Shares of core skills which will change

92% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

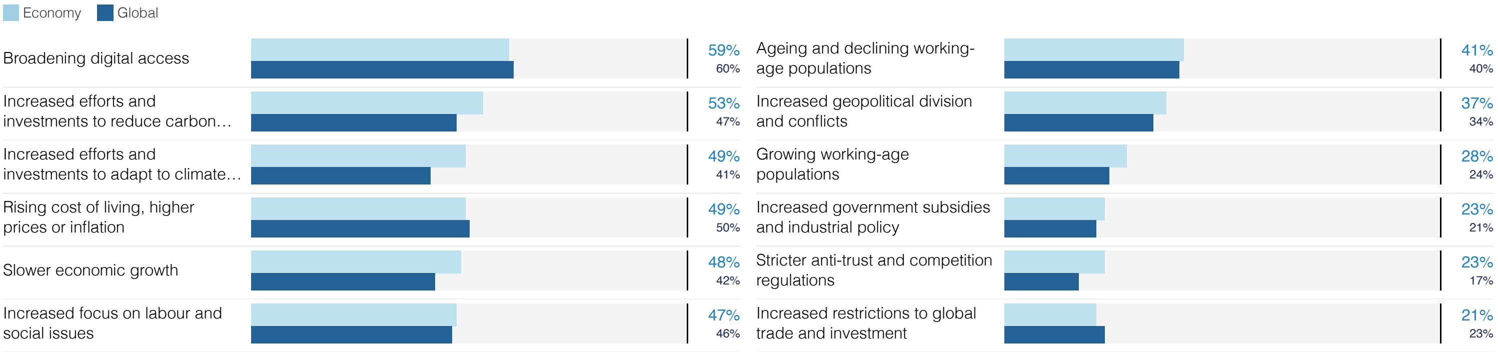
96% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

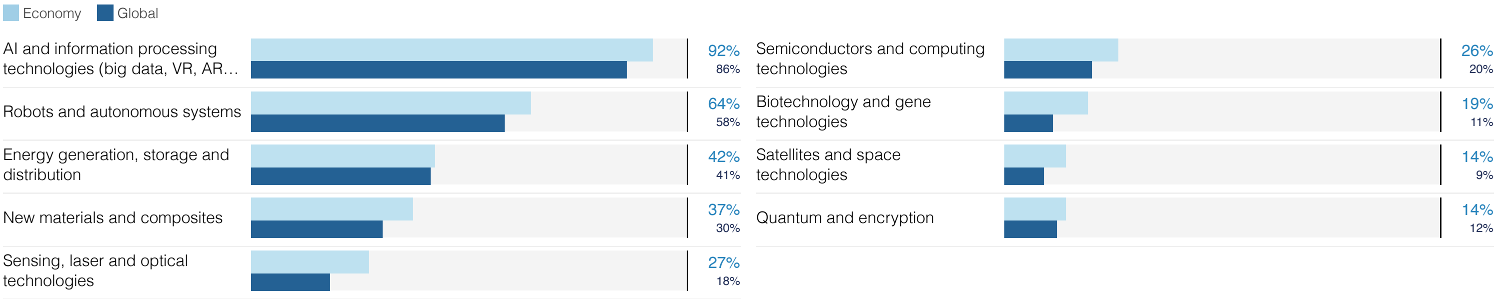


	Economy	Global
Broadening digital access	59%	60%
Increased efforts and investments to reduce carbon…	53%	47%
Increased efforts and investments to adapt to climate…	49%	41%
Rising cost of living, higher prices or inflation	49%	50%
Slower economic growth	48%	42%
Increased focus on labour and social issues	47%	46%
Ageing and declining working-age populations	41%	40%
Increased geopolitical division and conflicts	37%	34%
Growing working-age populations	28%	24%
Increased government subsidies and industrial policy	23%	21%
Stricter anti-trust and competition regulations	23%	17%
Increased restrictions to global trade and investment	21%	23%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

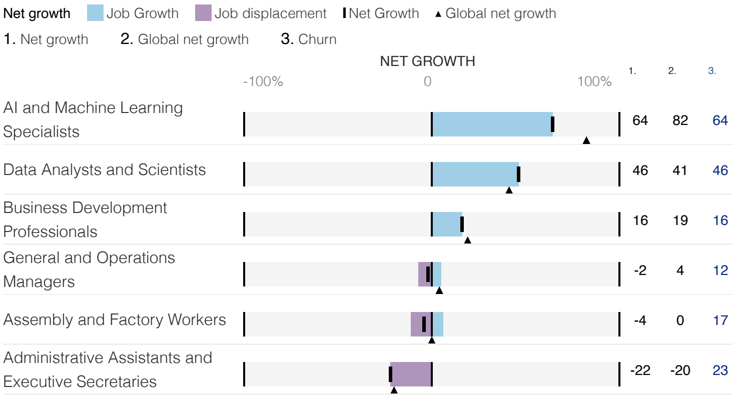


	Economy	Global
AI and information processing technologies (big data, VR, AR…	92%	86%
Robots and autonomous systems	64%	58%
Energy generation, storage and distribution	42%	41%
New materials and composites	37%	30%
Sensing, laser and optical technologies	27%	18%
Semiconductors and computing technologies	26%	20%
Biotechnology and gene technologies	19%	11%
Satellites and space technologies	14%	9%
Quantum and encryption	14%	12%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



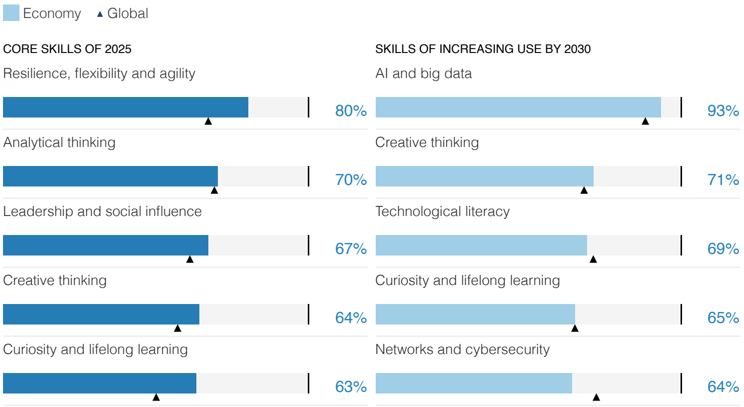
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	64	82	64
Data Analysts and Scientists	46	41	46
Business Development Professionals	16	19	16
General and Operations Managers	-2	4	12
Assembly and Factory Workers	-4	0	17
Administrative Assistants and Executive Secretaries	-22	-20	23

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Resilience, flexibility and agility	80%
Analytical thinking	70%
Leadership and social influence	67%
Creative thinking	64%
Curiosity and lifelong learning	63%

SKILLS OF INCREASING USE BY 2030	
AI and big data	93%
Creative thinking	71%
Technological literacy	69%
Curiosity and lifelong learning	65%
Networks and cybersecurity	64%

Brazil

Working Age Population (Millions)

140.5

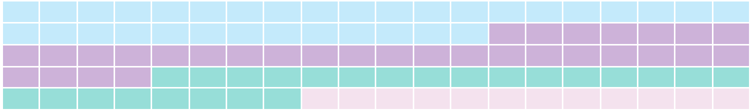
Upskilling and reskilling outlook

33 | Global 41
Would not need training by 2030

31 | Global 29
Would be upskilled in their current role

24 | Global 19
Would be upskilled and redeployed

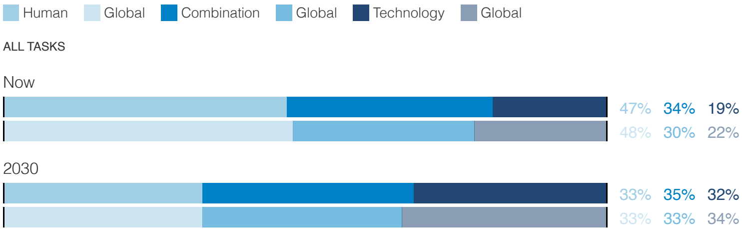
12 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

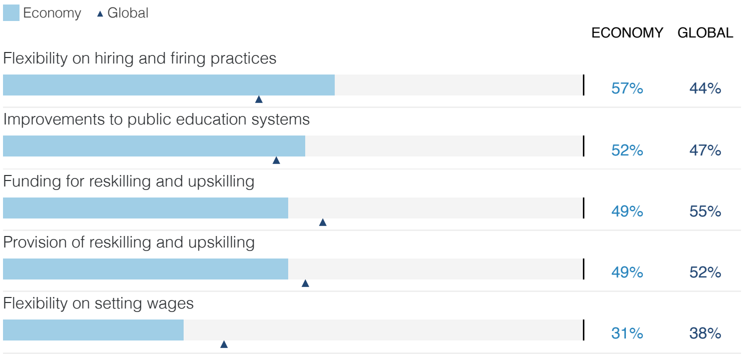
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

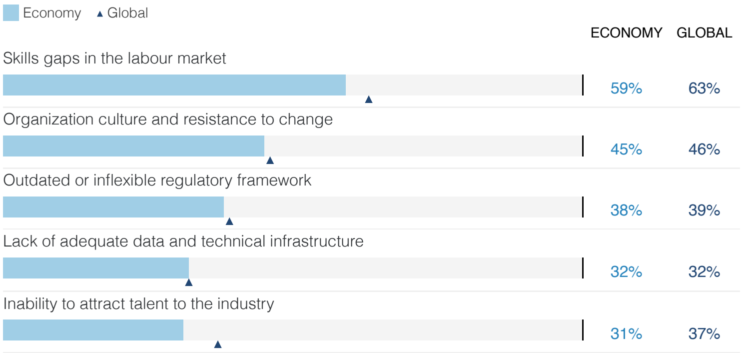
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

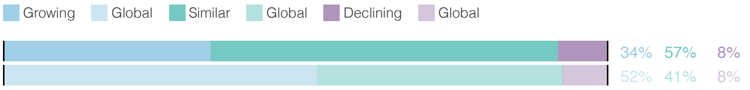
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

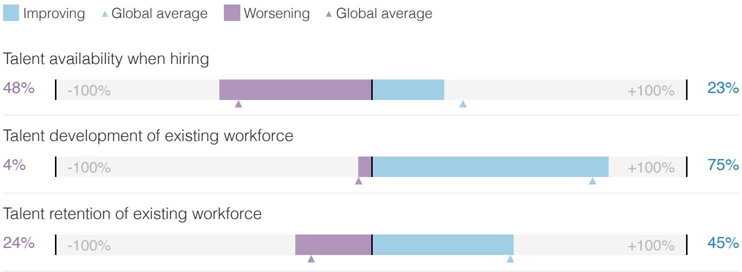
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

68 | Global 51
Run comprehensive DEI training for managers and staff

59 | Global 48
Targeted recruitment, retention and progression initiatives

54 | Global 42
Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

91 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

73 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

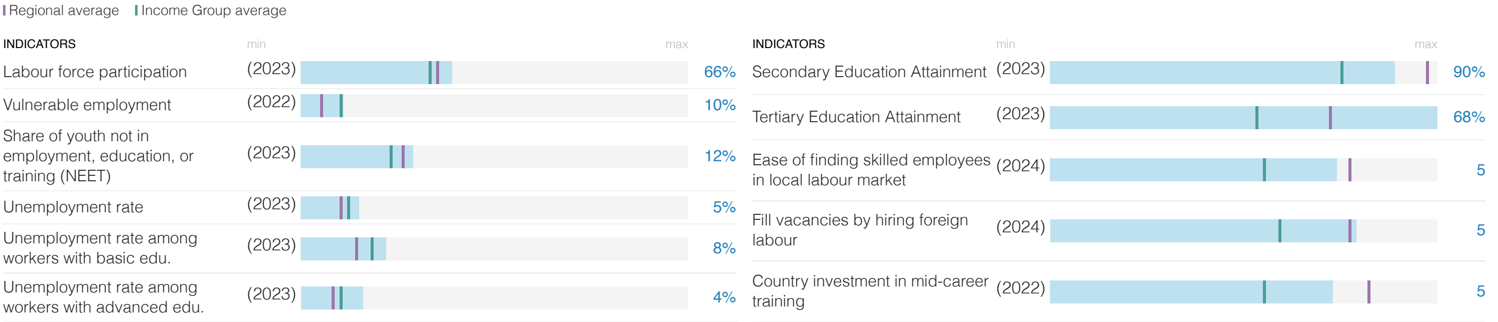
71 | Global 62
Hiring new people with skills to better work alongside AI

Canada

Working Age Population (Millions)

27.9

Contextual indicators



INDICATORS		
Labour force participation	(2023)	66%
Vulnerable employment	(2022)	10%
Share of youth not in employment, education, or training (NEET)	(2023)	12%
Unemployment rate	(2023)	5%
Unemployment rate among workers with basic edu.	(2023)	8%
Unemployment rate among workers with advanced edu.	(2023)	4%

INDICATORS		
Secondary Education Attainment	(2023)	90%
Tertiary Education Attainment	(2023)	68%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

22% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

96% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

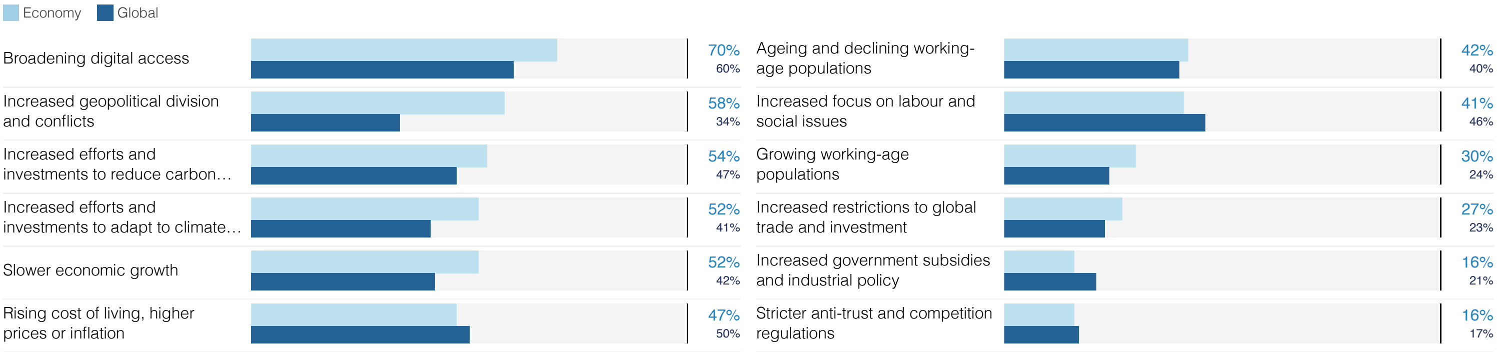
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

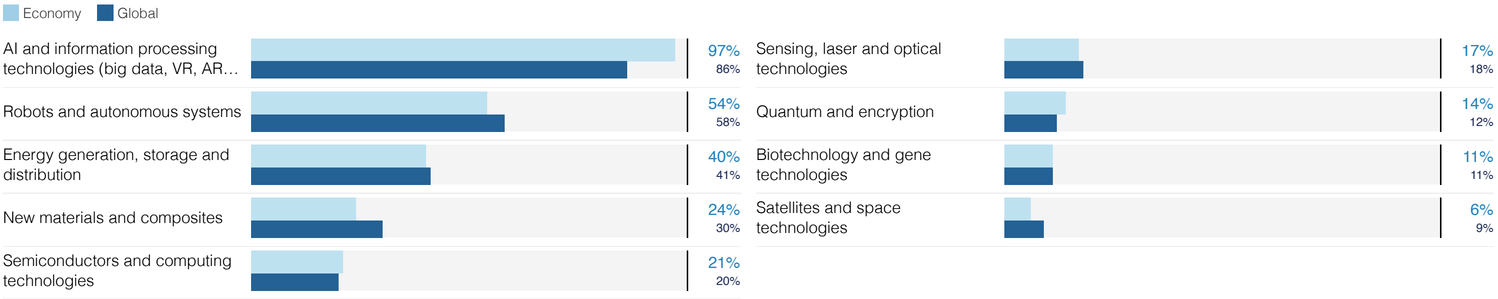


	Economy	Global
Broadening digital access	70%	60%
Increased geopolitical division and conflicts	58%	34%
Increased efforts and investments to reduce carbon…	54%	47%
Increased efforts and investments to adapt to climate…	52%	41%
Slower economic growth	52%	42%
Rising cost of living, higher prices or inflation	47%	50%
Ageing and declining working-age populations	42%	40%
Increased focus on labour and social issues	41%	46%
Growing working-age populations	30%	24%
Increased restrictions to global trade and investment	27%	23%
Increased government subsidies and industrial policy	16%	21%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

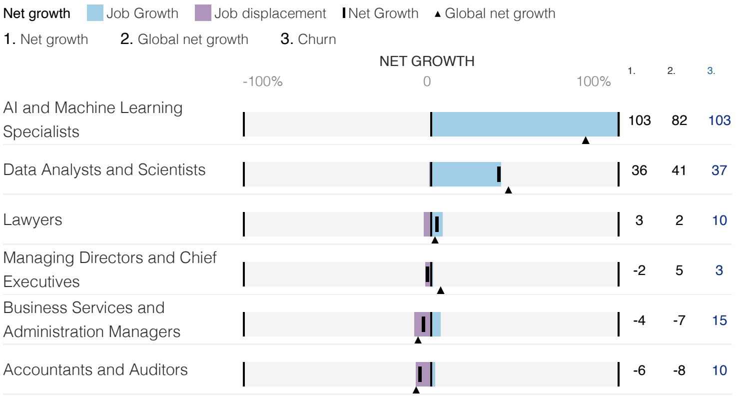


	Economy	Global
AI and information processing technologies (big data, VR, AR…	97%	86%
Robots and autonomous systems	54%	58%
Energy generation, storage and distribution	40%	41%
New materials and composites	24%	30%
Semiconductors and computing technologies	21%	20%
Sensing, laser and optical technologies	17%	18%
Quantum and encryption	14%	12%
Biotechnology and gene technologies	11%	11%
Satellites and space technologies	6%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



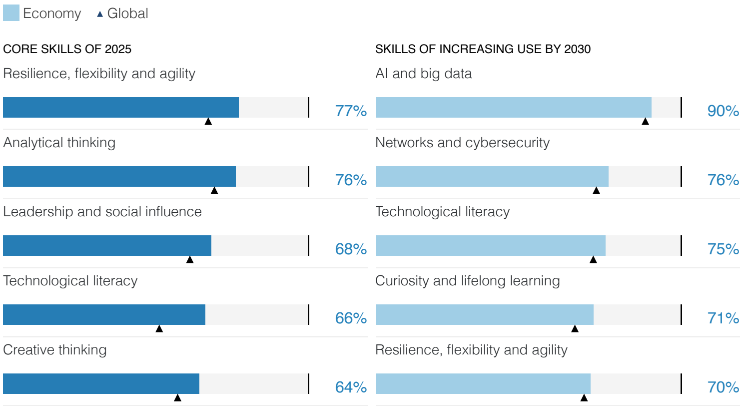
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	103	82	103
Data Analysts and Scientists	36	41	37
Lawyers	3	2	10
Managing Directors and Chief Executives	-2	5	3
Business Services and Administration Managers	-4	-7	15
Accountants and Auditors	-6	-8	10

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Resilience, flexibility and agility	77%
Analytical thinking	76%
Leadership and social influence	68%
Technological literacy	66%
Creative thinking	64%

SKILLS OF INCREASING USE BY 2030	
AI and big data	90%
Networks and cybersecurity	76%
Technological literacy	75%
Curiosity and lifelong learning	71%
Resilience, flexibility and agility	70%

Canada

Working Age Population (Millions)

27.9

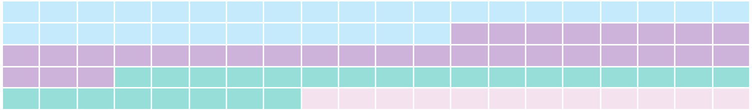
Upskilling and reskilling outlook

32 | Global 41
Would not need training by 2030

31 | Global 29
Would be upskilled in their current role

25 | Global 19
Would be upskilled and redeployed

12 | Global 11
Would be unlikely to upskill



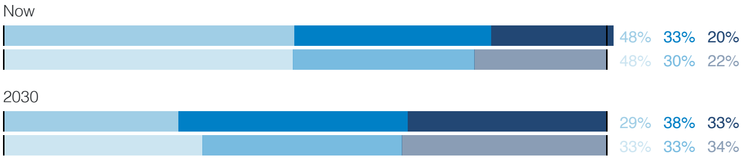
Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

Human · Global · Combination · Global · Technology · Global

ALL TASKS

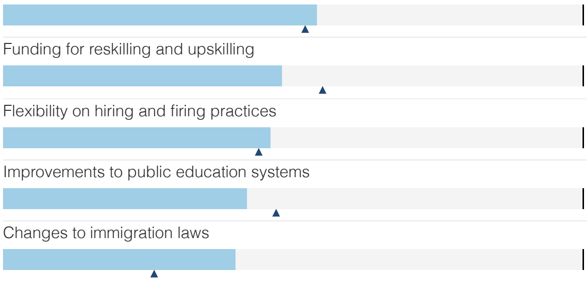


Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

Economy ▲ Global



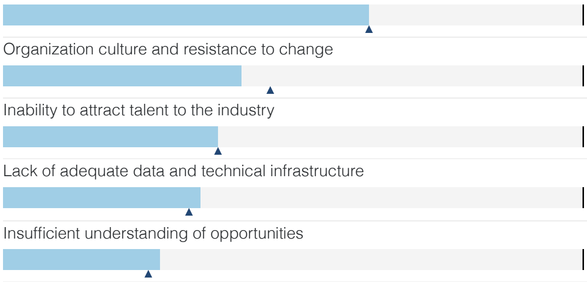
	ECONOMY	GLOBAL
Provision of reskilling and upskilling	54%	52%
Funding for reskilling and upskilling	48%	55%
Flexibility on hiring and firing practices	46%	44%
Improvements to public education systems	42%	47%
Changes to immigration laws	40%	26%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

Economy ▲ Global



	ECONOMY	GLOBAL
Skills gaps in the labour market	63%	63%
Organization culture and resistance to change	41%	46%
Inability to attract talent to the industry	37%	37%
Lack of adequate data and technical infrastructure	34%	32%
Insufficient understanding of opportunities	27%	25%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

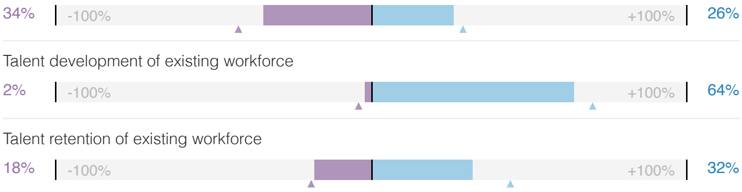
Growing · Global · Similar · Global · Declining · Global

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

Improving ▲ Global average · Worsening ▲ Global average



	Worsening	Improving
Talent availability when hiring	34%	26%
Talent development of existing workforce	2%	64%
Talent retention of existing workforce	18%	32%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

74 | Global 51
Run comprehensive DEI training for managers and staff

62 | Global 48
Targeted recruitment, retention and progression initiatives

58 | Global 42
Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

90 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

78 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

71 | Global 62
Hiring new people with skills to better work alongside AI

Economy Profile

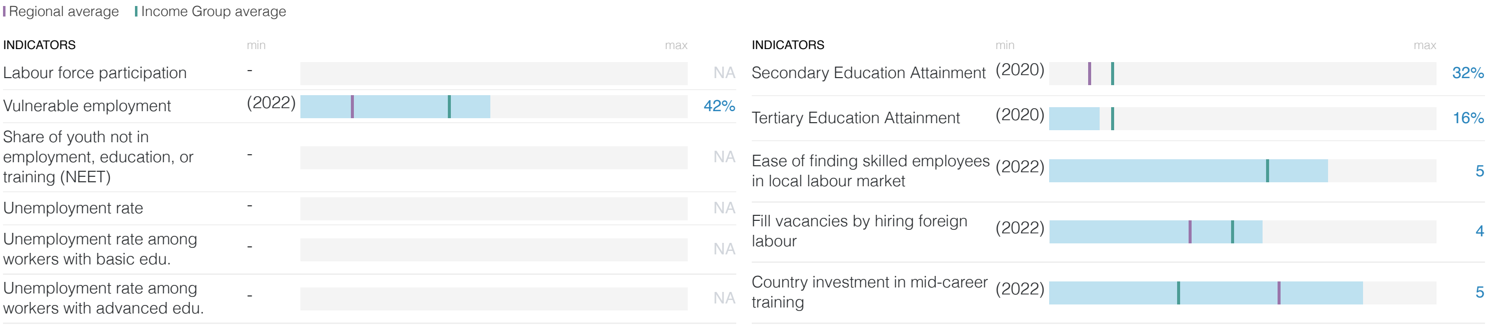
1 / 2

Working Age Population (Millions)

China

1008.8

Contextual indicators



INDICATORS		
Labour force participation	-	NA
Vulnerable employment	(2022)	42%
Share of youth not in employment, education, or training (NEET)	-	NA
Unemployment rate	-	NA
Unemployment rate among workers with basic edu.	-	NA
Unemployment rate among workers with advanced edu.	-	NA

INDICATORS		
Secondary Education Attainment	(2020)	32%
Tertiary Education Attainment	(2020)	16%
Ease of finding skilled employees in local labour market	(2022)	5
Fill vacancies by hiring foreign labour	(2022)	4
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

18% | Global 22%

Labour-market churn

Five-year structural labour-force churn

33% | Global 39%

Skill disruption

Shares of core skills which will change

92% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

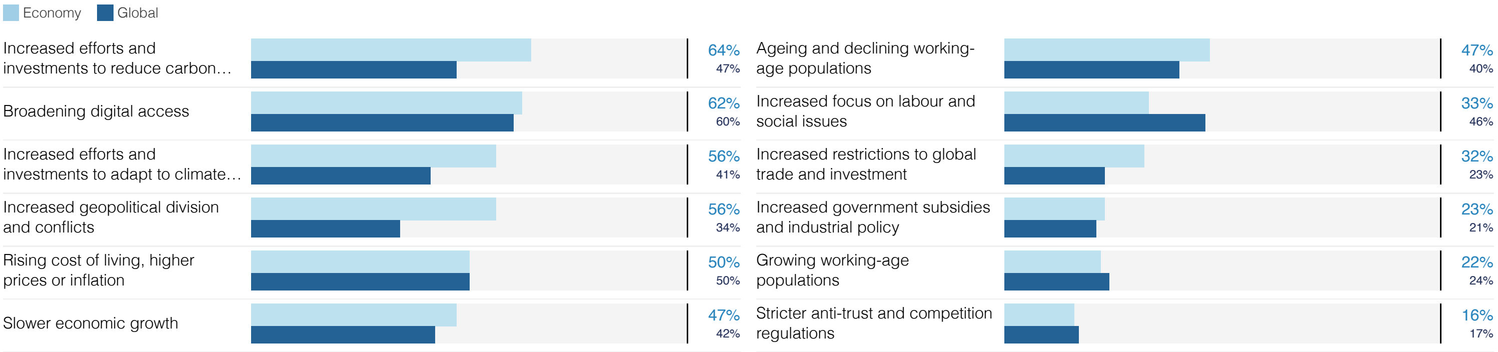
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

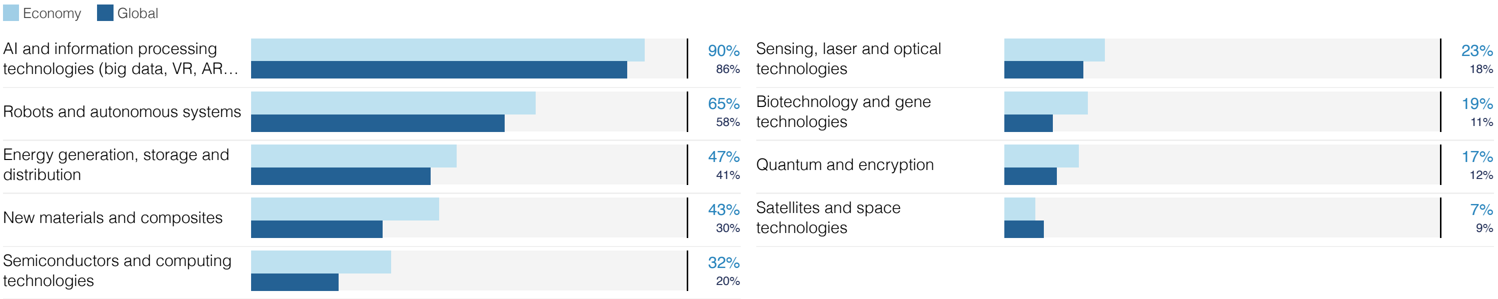


	Economy	Global
Increased efforts and investments to reduce carbon…	64%	47%
Broadening digital access	62%	60%
Increased efforts and investments to adapt to climate…	56%	41%
Increased geopolitical division and conflicts	56%	34%
Rising cost of living, higher prices or inflation	50%	50%
Slower economic growth	47%	42%
Ageing and declining working-age populations	47%	40%
Increased focus on labour and social issues	33%	46%
Increased restrictions to global trade and investment	32%	23%
Increased government subsidies and industrial policy	23%	21%
Growing working-age populations	22%	24%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

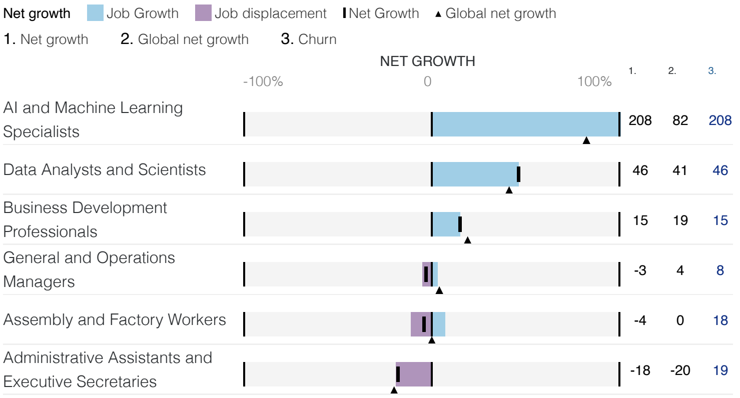


	Economy	Global
AI and information processing technologies (big data, VR, AR…	90%	86%
Robots and autonomous systems	65%	58%
Energy generation, storage and distribution	47%	41%
New materials and composites	43%	30%
Semiconductors and computing technologies	32%	20%
Sensing, laser and optical technologies	23%	18%
Biotechnology and gene technologies	19%	11%
Quantum and encryption	17%	12%
Satellites and space technologies	7%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



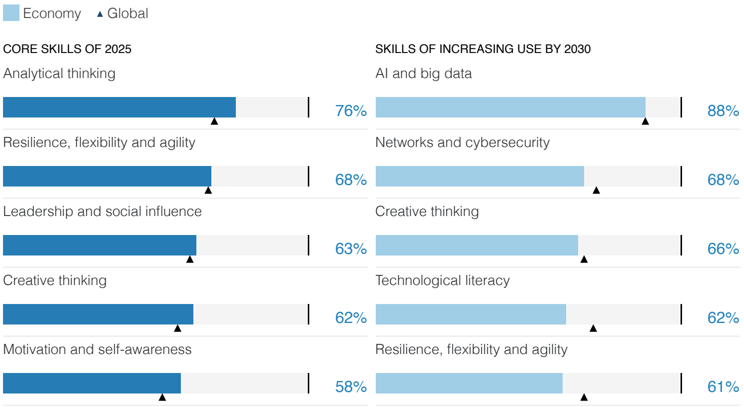
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	208	82	208
Data Analysts and Scientists	46	41	46
Business Development Professionals	15	19	15
General and Operations Managers	-3	4	8
Assembly and Factory Workers	-4	0	18
Administrative Assistants and Executive Secretaries	-18	-20	19

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	76%
Resilience, flexibility and agility	68%
Leadership and social influence	63%
Creative thinking	62%
Motivation and self-awareness	58%

SKILLS OF INCREASING USE BY 2030	
AI and big data	88%
Networks and cybersecurity	68%
Creative thinking	66%
Technological literacy	62%
Resilience, flexibility and agility	61%

China

Working Age Population (Millions)

1008.8

Upskilling and reskilling outlook

40 | Global 41

Would not need training by 2030

28 | Global 29

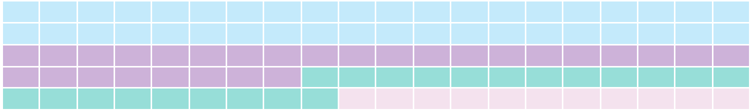
Would be upskilled in their current role

21 | Global 19

Would be upskilled and redeployed

11 | Global 11

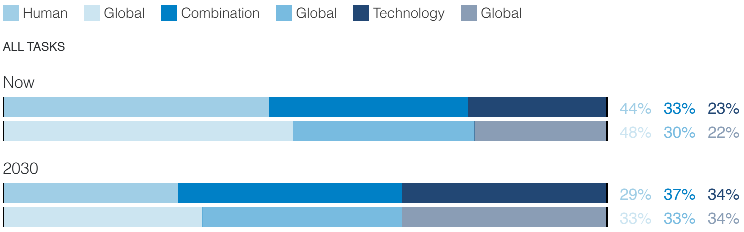
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

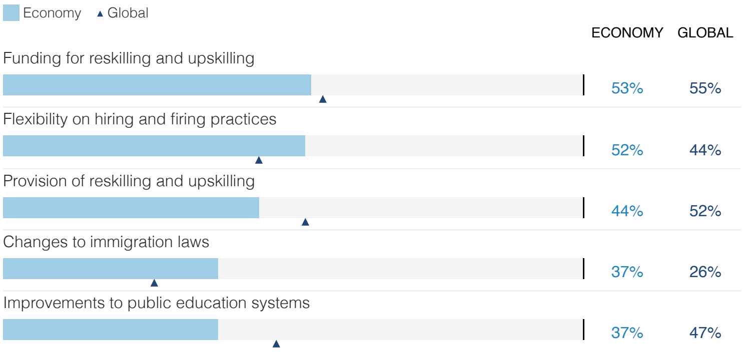
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

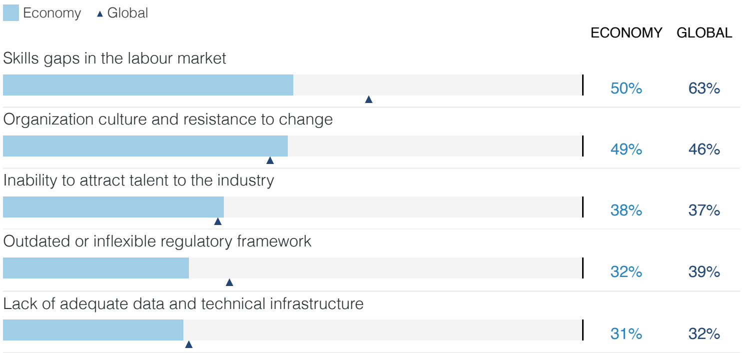
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

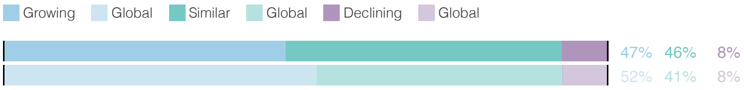
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

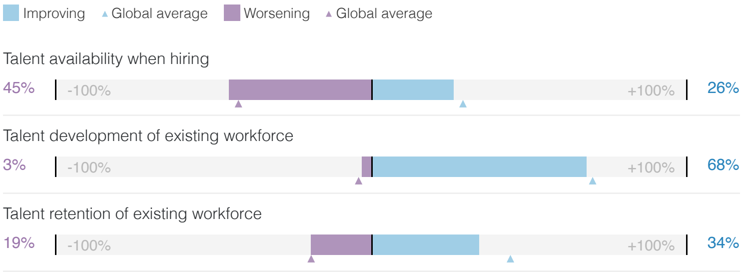
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

55 | Global 51

Run comprehensive DEI training for managers and staff

50 | Global 42

Set DEI goals, targets or quotas

47 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

87 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

65 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

65 | Global 49

Re-orienting your organization to target new business opportunities created by AI

Economy Profile

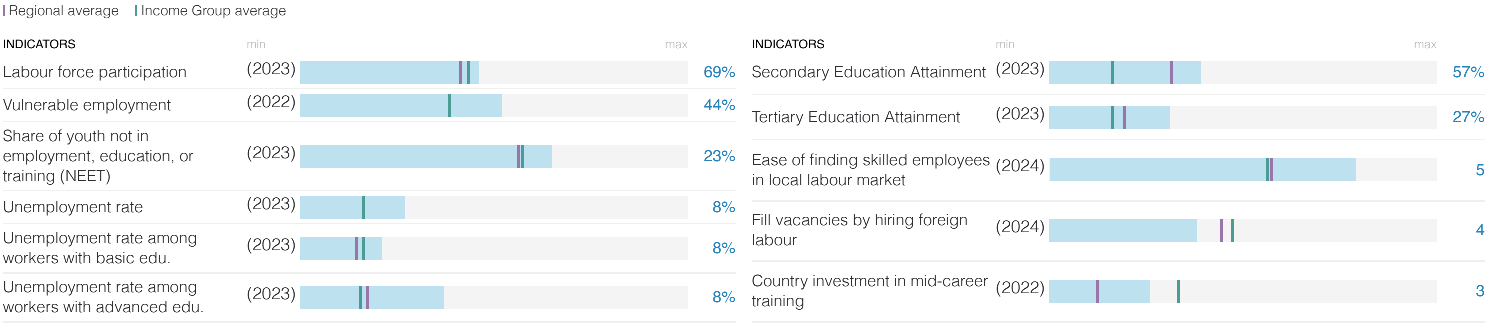
1 / 2

Colombia

Working Age Population (Millions)

31.5

Contextual indicators



INDICATORS		
Labour force participation	(2023)	69%
Vulnerable employment	(2022)	44%
Share of youth not in employment, education, or training (NEET)	(2023)	23%
Unemployment rate	(2023)	8%
Unemployment rate among workers with basic edu.	(2023)	8%
Unemployment rate among workers with advanced edu.	(2023)	8%

INDICATORS		
Secondary Education Attainment	(2023)	57%
Tertiary Education Attainment	(2023)	27%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

14% | Global 22%

Labour-market churn
Five-year structural labour-force churn

44% | Global 39%

Skill disruption
Shares of core skills which will change

100% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

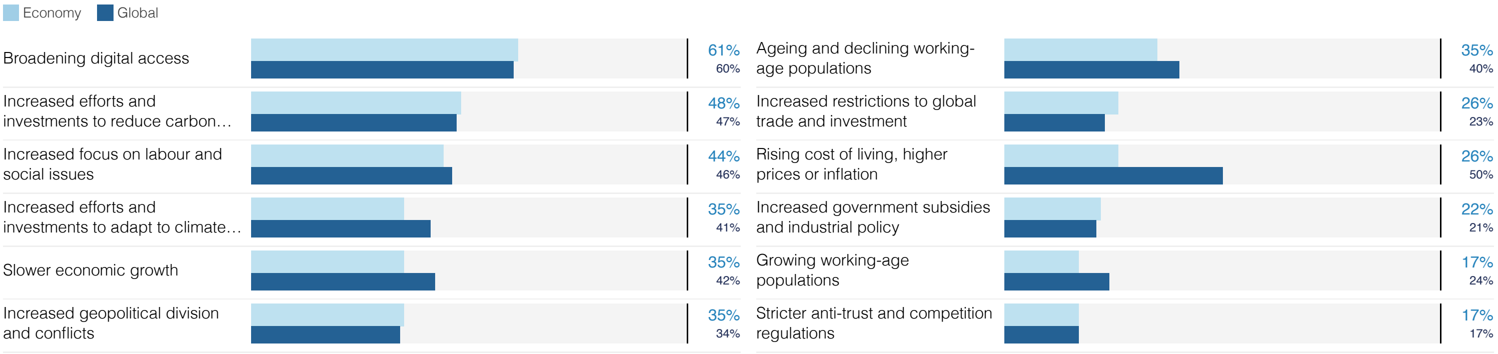
100% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

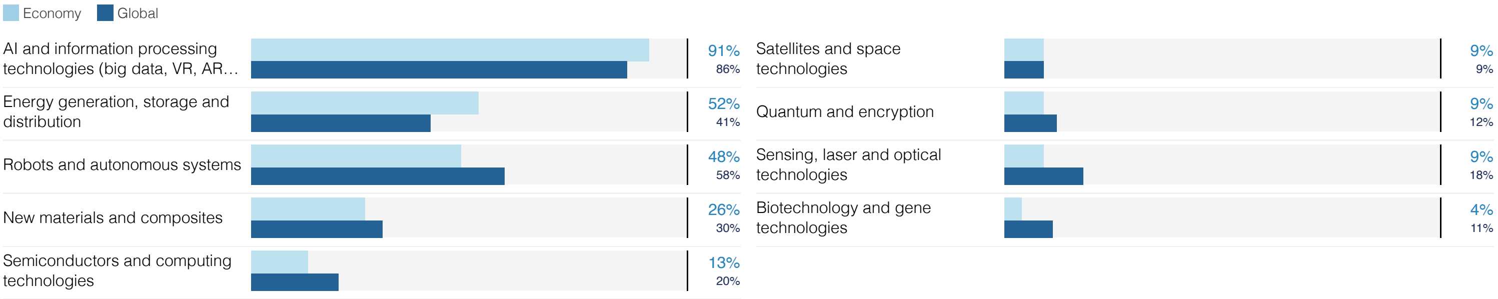


	Economy	Global
Broadening digital access	61%	60%
Increased efforts and investments to reduce carbon…	48%	47%
Increased focus on labour and social issues	44%	46%
Increased efforts and investments to adapt to climate…	35%	41%
Slower economic growth	35%	42%
Increased geopolitical division and conflicts	35%	34%
Ageing and declining working-age populations	35%	40%
Increased restrictions to global trade and investment	26%	23%
Rising cost of living, higher prices or inflation	26%	50%
Increased government subsidies and industrial policy	22%	21%
Growing working-age populations	17%	24%
Stricter anti-trust and competition regulations	17%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

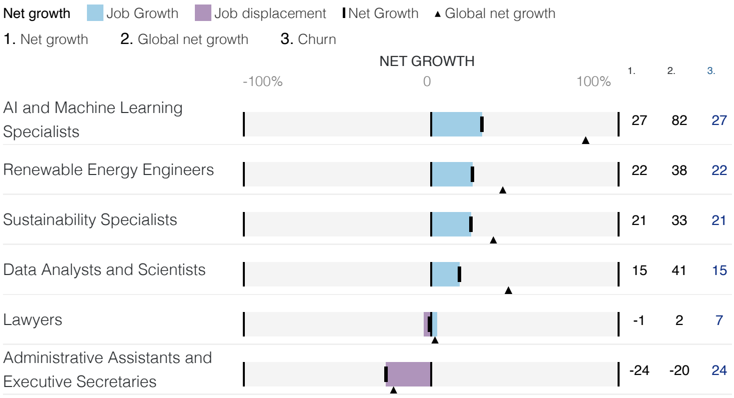


	Economy	Global
AI and information processing technologies (big data, VR, AR…	91%	86%
Energy generation, storage and distribution	52%	41%
Robots and autonomous systems	48%	58%
New materials and composites	26%	30%
Semiconductors and computing technologies	13%	20%
Satellites and space technologies	9%	9%
Quantum and encryption	9%	12%
Sensing, laser and optical technologies	9%	18%
Biotechnology and gene technologies	4%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

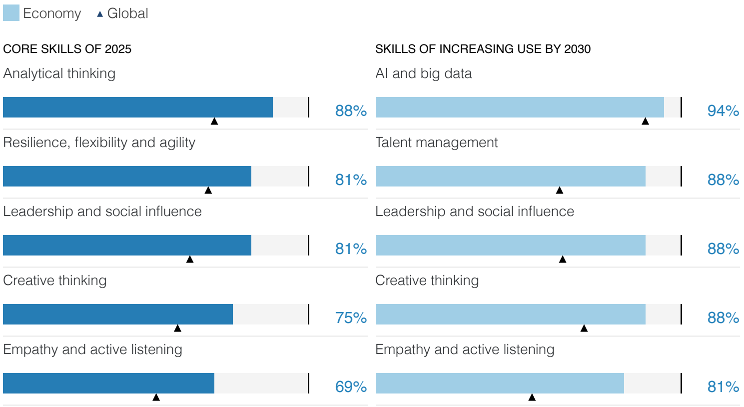


	1.	2.	3.
AI and Machine Learning Specialists	27	82	27
Renewable Energy Engineers	22	38	22
Sustainability Specialists	21	33	21
Data Analysts and Scientists	15	41	15
Lawyers	-1	2	7
Administrative Assistants and Executive Secretaries	-24	-20	24

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	88%
Resilience, flexibility and agility	81%
Leadership and social influence	81%
Creative thinking	75%
Empathy and active listening	69%

SKILLS OF INCREASING USE BY 2030	
AI and big data	94%
Talent management	88%
Leadership and social influence	88%
Creative thinking	88%
Empathy and active listening	81%

Economy Profile

Colombia

Working Age Population (Millions)

31.5

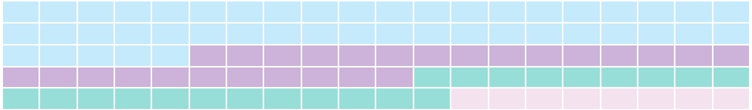
Upskilling and reskilling outlook

45 | Global 41
Would not need training by 2030

26 | Global 29
Would be upskilled in their current role

21 | Global 19
Would be upskilled and redeployed

8 | Global 11
Would be unlikely to upskill



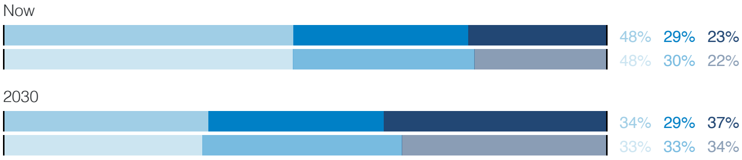
Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

▨ Human ▨ Global ▨ Combination ▨ Global ▨ Technology ▨ Global

ALL TASKS

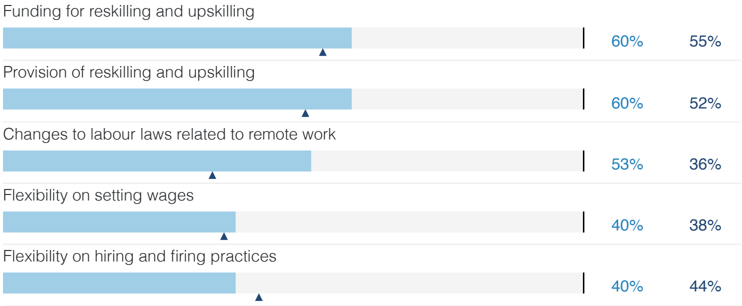


Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

▨ Economy ▲ Global



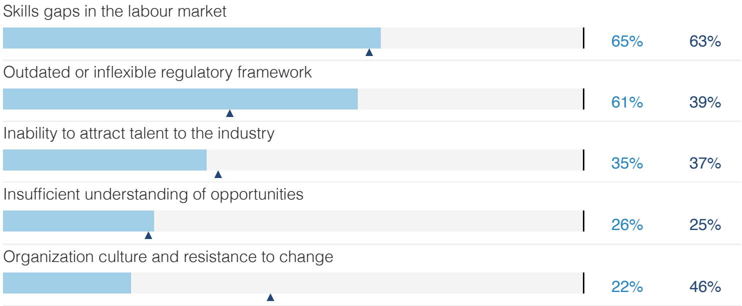
	ECONOMY	GLOBAL
Funding for reskilling and upskilling	60%	55%
Provision of reskilling and upskilling	60%	52%
Changes to labour laws related to remote work	53%	36%
Flexibility on setting wages	40%	38%
Flexibility on hiring and firing practices	40%	44%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

▨ Economy ▲ Global



	ECONOMY	GLOBAL
Skills gaps in the labour market	65%	63%
Outdated or inflexible regulatory framework	61%	39%
Inability to attract talent to the industry	35%	37%
Insufficient understanding of opportunities	26%	25%
Organization culture and resistance to change	22%	46%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

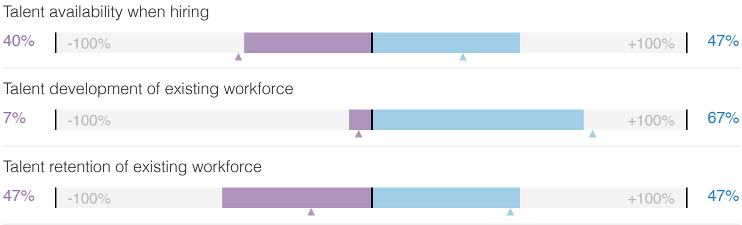
▨ Growing ▨ Global ▨ Similar ▨ Global ▨ Declining ▨ Global

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

▨ Improving ▲ Global average ▨ Worsening ▲ Global average



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

60 | Global 51
Run comprehensive DEI training for managers and staff

47 | Global 42
Set DEI goals, targets or quotas

47 | Global 39
Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

71 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

71 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

71 | Global 49
Re-orienting your organization to target new business opportunities created by AI

Economy Profile

1 / 2

Working Age Population (Millions)

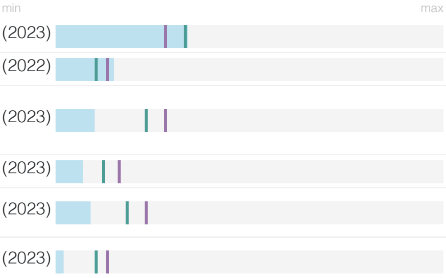
Czech Republic

7.6

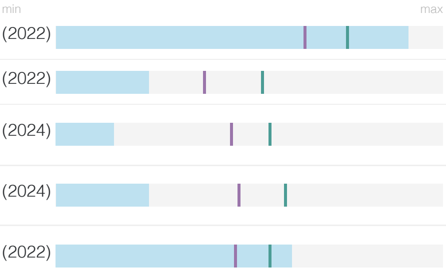
Contextual indicators

| Regional average | Income Group average

INDICATORS			
Labour force participation	(2023)		64%
Vulnerable employment	(2022)		14%
Share of youth not in employment, education, or training (NEET)	(2023)		6%
Unemployment rate	(2023)		2%
Unemployment rate among workers with basic edu.	(2023)		4%
Unemployment rate among workers with advanced edu.	(2023)		1%



INDICATORS			
Secondary Education Attainment	(2022)		91%
Tertiary Education Attainment	(2022)		23%
Ease of finding skilled employees in local labour market	(2024)		3
Fill vacancies by hiring foreign labour	(2024)		3
Country investment in mid-career training	(2022)		4



Jobs and Skills outlook

13% | Global 22%

Labour-market churn

Five-year structural labour-force churn

30% | Global 39%

Skill disruption

Shares of core skills which will change

94% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

82% | Global 88%

AI exposure

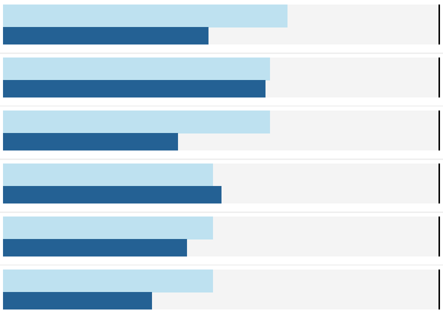
Share of organizations running AI programmes

Trend outlook

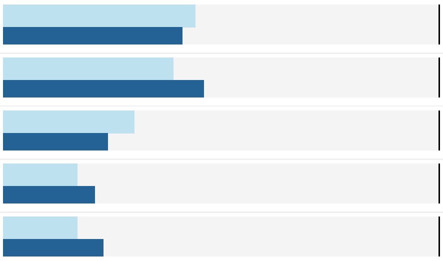
Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

🟦 Economy 🟦 Global



	Economy	Global
Increased efforts and investments to reduce carbon…	65%	47%
Broadening digital access	61%	60%
Ageing and declining working-age populations	61%	40%
Rising cost of living, higher prices or inflation	48%	50%
Slower economic growth	48%	42%
Increased geopolitical division and conflicts	48%	34%



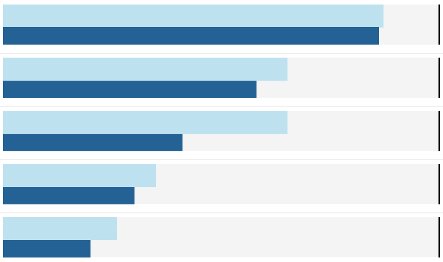
	Economy	Global
Increased efforts and investments to adapt to climate…	44%	41%
Increased focus on labour and social issues	39%	46%
Growing working-age populations	30%	24%
Increased government subsidies and industrial policy	17%	21%
Increased restrictions to global trade and investment	17%	23%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

🟦 Economy 🟦 Global



	Economy	Global
AI and information processing technologies (big data, VR, AR…	87%	86%
Robots and autonomous systems	65%	58%
Energy generation, storage and distribution	65%	41%
New materials and composites	35%	30%
Semiconductors and computing technologies	26%	20%

	Economy	Global
Sensing, laser and optical technologies	17%	18%
Satellites and space technologies	4%	9%
Quantum and encryption	4%	12%
Biotechnology and gene technologies	4%	11%

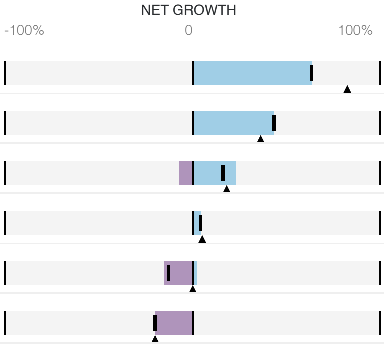
Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth 🟦 Job Growth 🟪 Job displacement | Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn



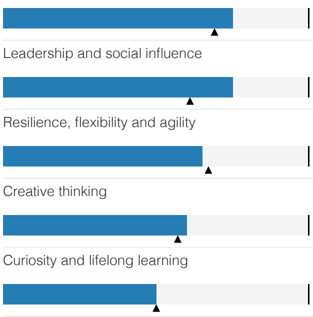
	1.	2.	3.
AI and Machine Learning Specialists	63	82	63
Data Engineers	43	36	43
Business Intelligence Analysts	16	18	29
Human Resources Specialists	4	5	4
Assembly and Factory Workers	-13	0	17
Administrative Assistants and Executive Secretaries	-20	-20	20

Skill outlook

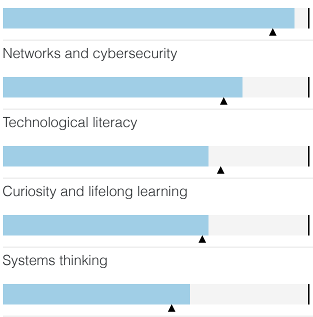
Skills of increasing use by 2030

Skills of the most increase in use by 2030

🟦 Economy ▲ Global



CORE SKILLS OF 2025	
Analytical thinking	75%
Leadership and social influence	75%
Resilience, flexibility and agility	65%
Creative thinking	60%
Curiosity and lifelong learning	50%



SKILLS OF INCREASING USE BY 2030	
AI and big data	95%
Networks and cybersecurity	78%
Technological literacy	67%
Curiosity and lifelong learning	67%
Systems thinking	61%

Czech Republic

Working Age Population (Millions)

7.6

Upskilling and reskilling outlook

42 | Global 41

Would not need training by 2030

32 | Global 29

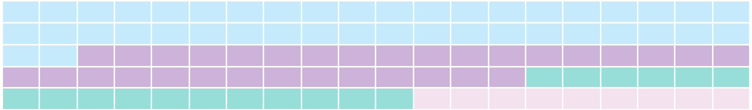
Would be upskilled in their current role

17 | Global 19

Would be upskilled and redeployed

9 | Global 11

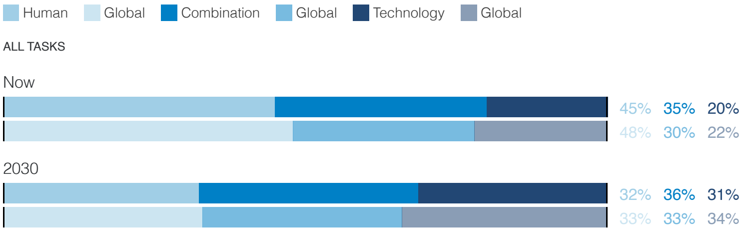
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

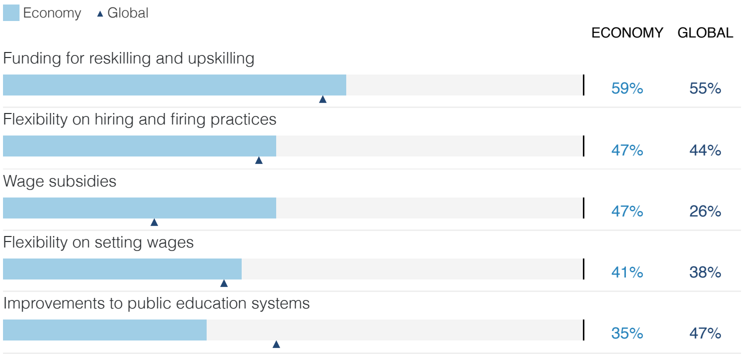
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

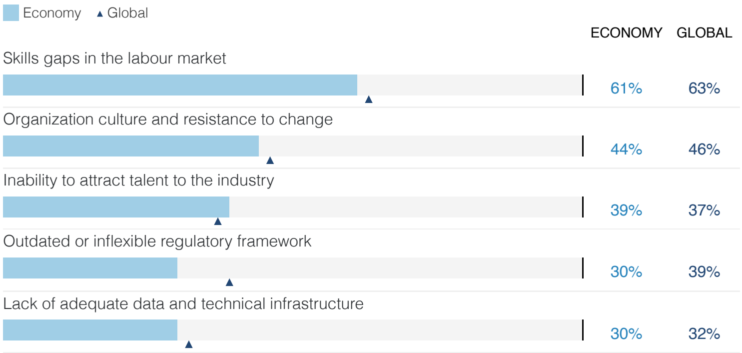
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

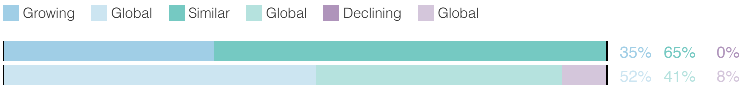
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

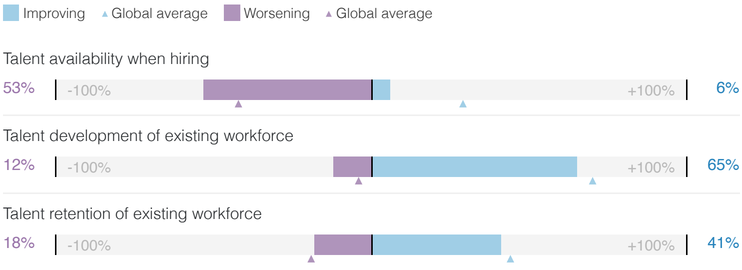
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

47 | Global 42

Set DEI goals, targets or quotas

35 | Global 51

Run comprehensive DEI training for managers and staff

29 | Global 33

Anti-harrasment protocols

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

71 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

71 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

71 | Global 47

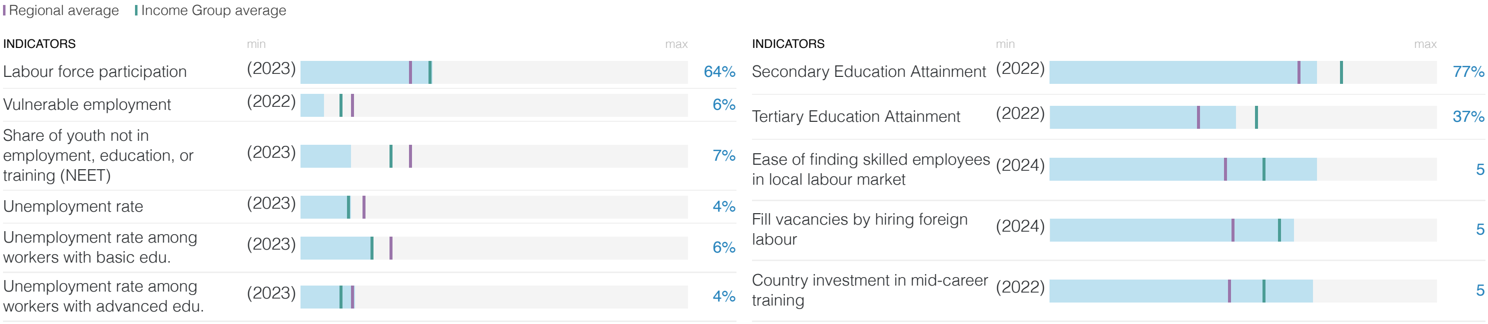
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

Economy Profile 1 / 2 Working Age Population (Millions)

Denmark

4.3

Contextual indicators



INDICATORS		
Labour force participation	(2023)	64%
Vulnerable employment	(2022)	6%
Share of youth not in employment, education, or training (NEET)	(2023)	7%
Unemployment rate	(2023)	4%
Unemployment rate among workers with basic edu.	(2023)	6%
Unemployment rate among workers with advanced edu.	(2023)	4%

INDICATORS		
Secondary Education Attainment	(2022)	77%
Tertiary Education Attainment	(2022)	37%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

10% | Global 22%

Labour-market churn

Five-year structural labour-force churn

28% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

100% | Global 88%

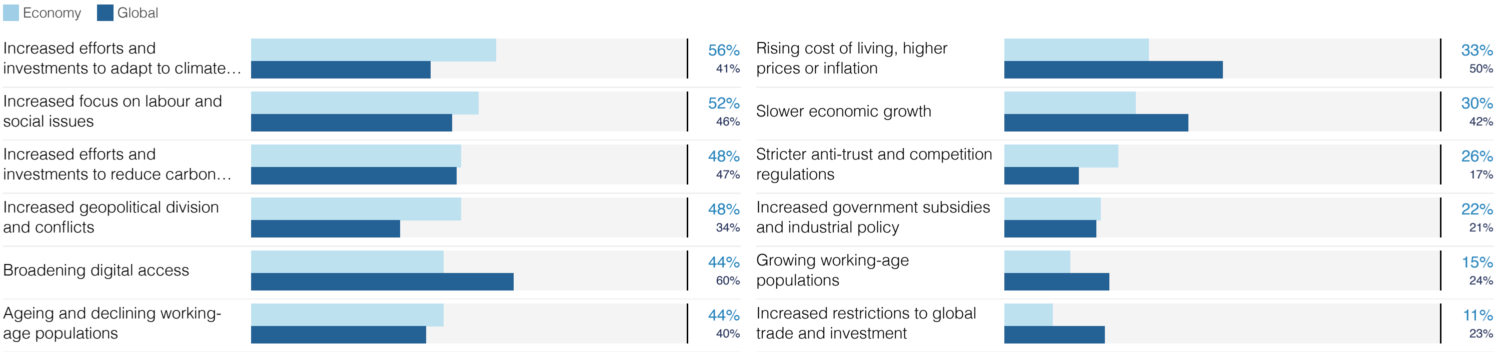
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

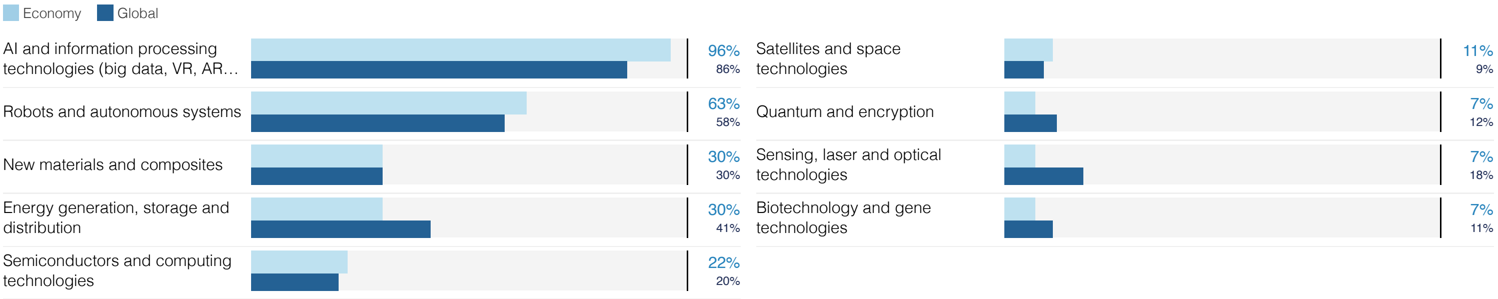


	Economy	Global
Increased efforts and investments to adapt to climate…	56%	41%
Increased focus on labour and social issues	52%	46%
Increased efforts and investments to reduce carbon…	48%	47%
Increased geopolitical division and conflicts	48%	34%
Broadening digital access	44%	60%
Ageing and declining working-age populations	44%	40%
Rising cost of living, higher prices or inflation	33%	50%
Slower economic growth	30%	42%
Stricter anti-trust and competition regulations	26%	17%
Increased government subsidies and industrial policy	22%	21%
Growing working-age populations	15%	24%
Increased restrictions to global trade and investment	11%	23%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

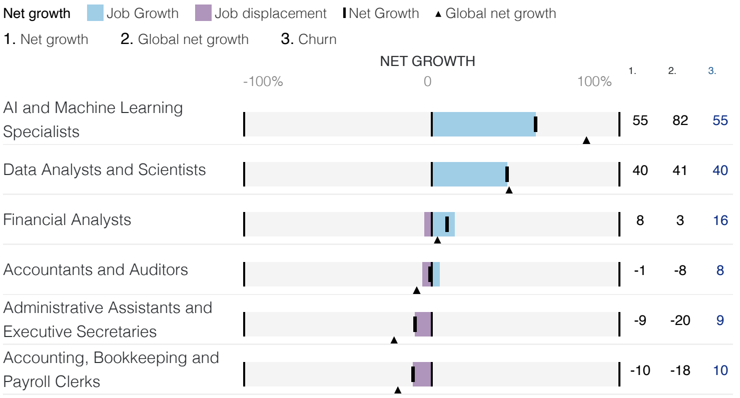


	Economy	Global
AI and information processing technologies (big data, VR, AR…	96%	86%
Robots and autonomous systems	63%	58%
New materials and composites	30%	30%
Energy generation, storage and distribution	30%	41%
Semiconductors and computing technologies	22%	20%
Satellites and space technologies	11%	9%
Quantum and encryption	7%	12%
Sensing, laser and optical technologies	7%	18%
Biotechnology and gene technologies	7%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



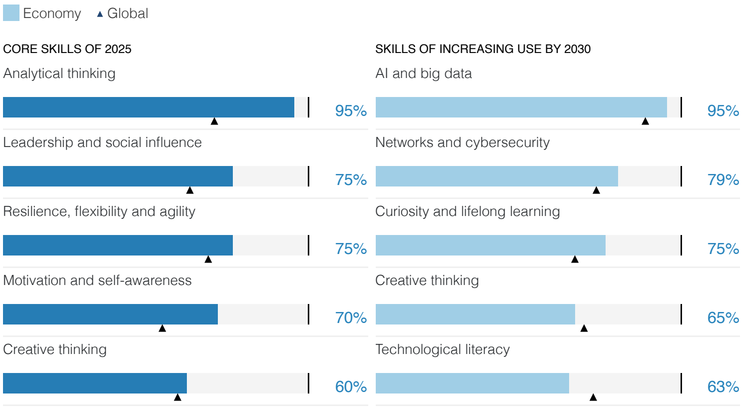
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	55	82	55
Data Analysts and Scientists	40	41	40
Financial Analysts	8	3	16
Accountants and Auditors	-1	-8	8
Administrative Assistants and Executive Secretaries	-9	-20	9
Accounting, Bookkeeping and Payroll Clerks	-10	-18	10

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	95%
Leadership and social influence	75%
Resilience, flexibility and agility	75%
Motivation and self-awareness	70%
Creative thinking	60%

SKILLS OF INCREASING USE BY 2030	
AI and big data	95%
Networks and cybersecurity	79%
Curiosity and lifelong learning	75%
Creative thinking	65%
Technological literacy	63%

Working Age Population (Millions)

Denmark

4.3

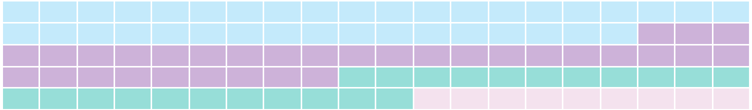
Upskilling and reskilling outlook

37 | Global 41
Would not need training by 2030

32 | Global 29
Would be upskilled in their current role

22 | Global 19
Would be upskilled and redeployed

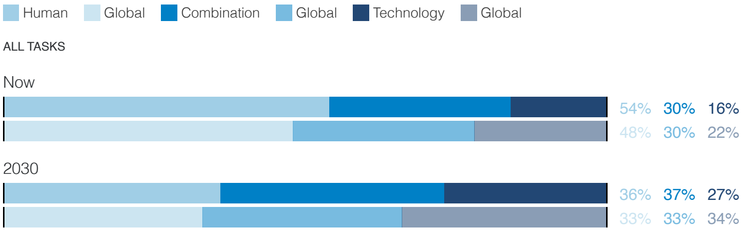
9 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

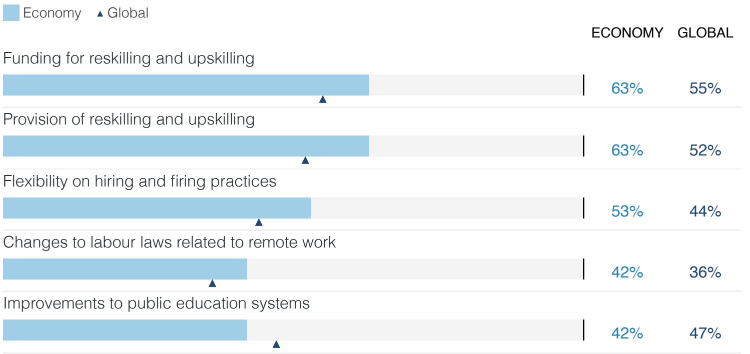
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

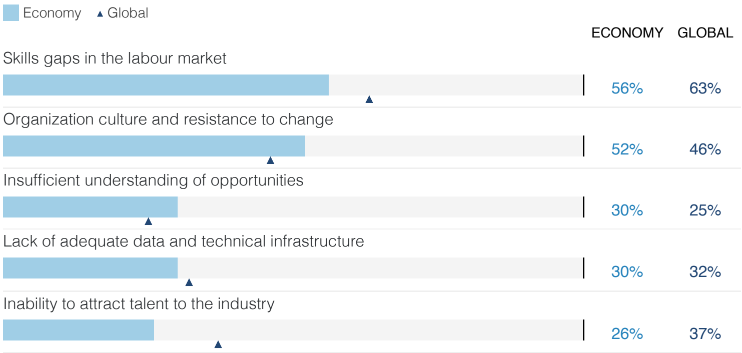
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

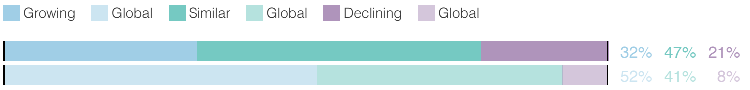
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

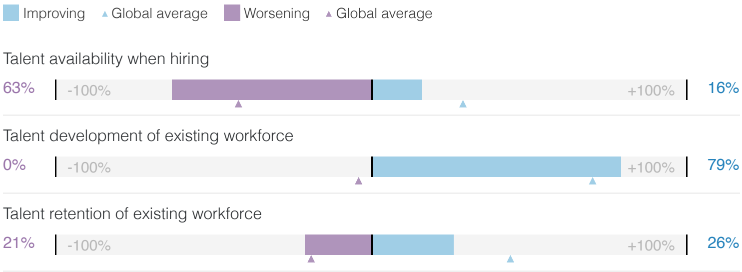
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

74 | Global 51
Run comprehensive DEI training for managers and staff

58 | Global 48
Targeted recruitment, retention and progression initiatives

47 | Global 39
Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

90 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

84 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

68 | Global 62
Hiring new people with skills to better work alongside AI

Economy Profile

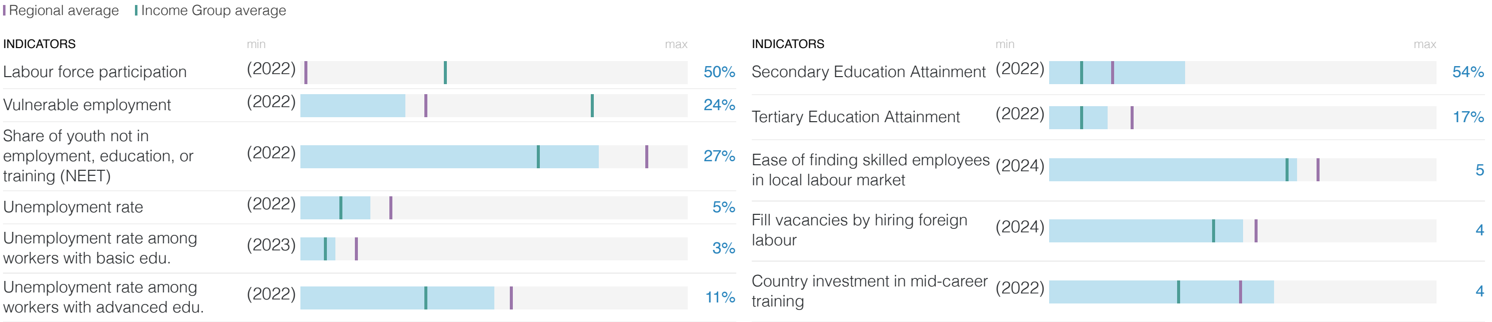
1 / 2

Working Age Population (Millions)

Egypt

51.4

Contextual indicators



Jobs and Skills outlook

17% | Global 22%

Labour-market churn

Five-year structural labour-force churn

48% | Global 39%

Skill disruption

Shares of core skills which will change

70% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

78% | Global 88%

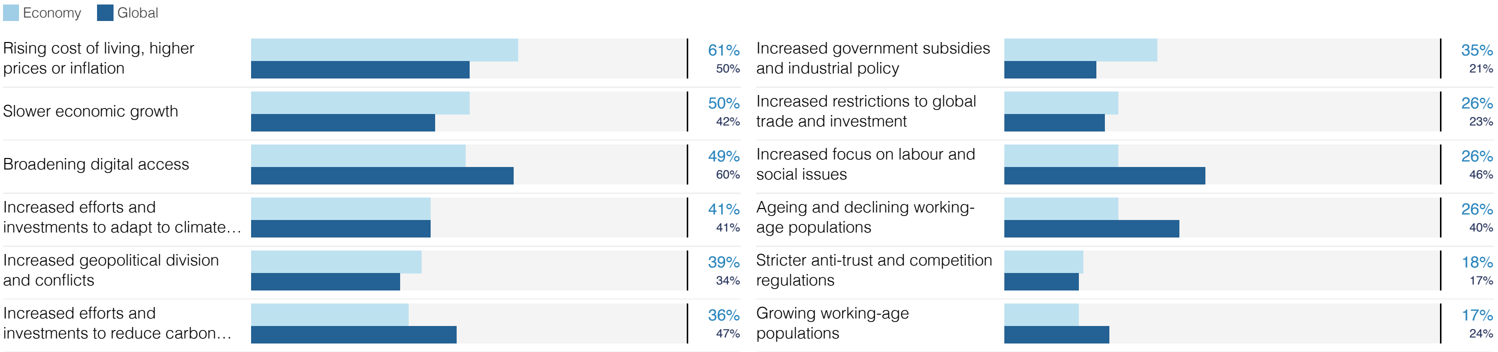
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

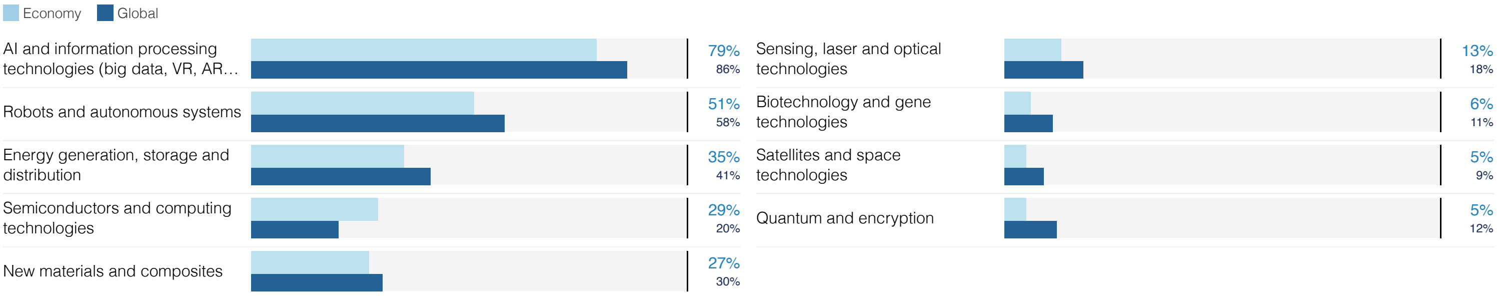
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

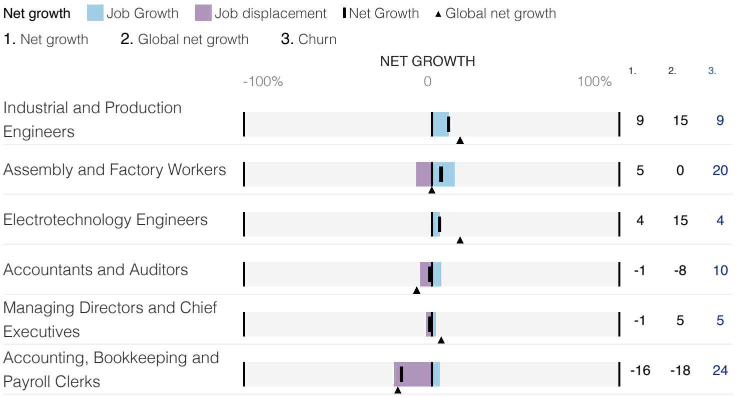
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

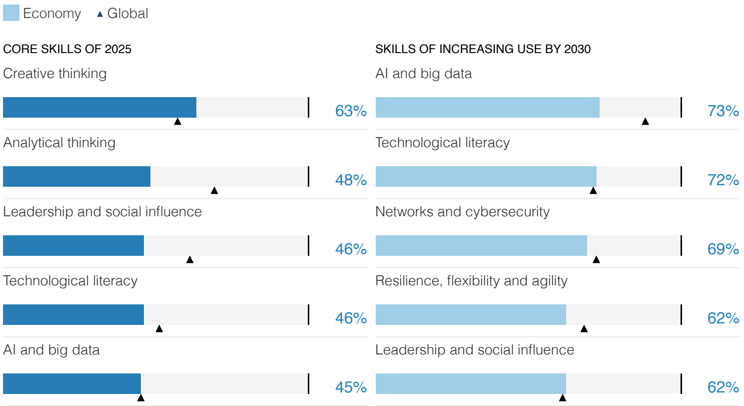
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Egypt

51.4

Upskilling and reskilling outlook

49 | Global 41

Would not need training by 2030

28 | Global 29

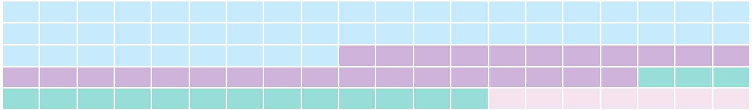
Would be upskilled in their current role

16 | Global 19

Would be upskilled and redeployed

7 | Global 11

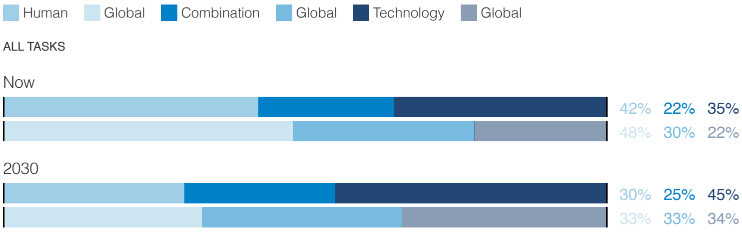
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

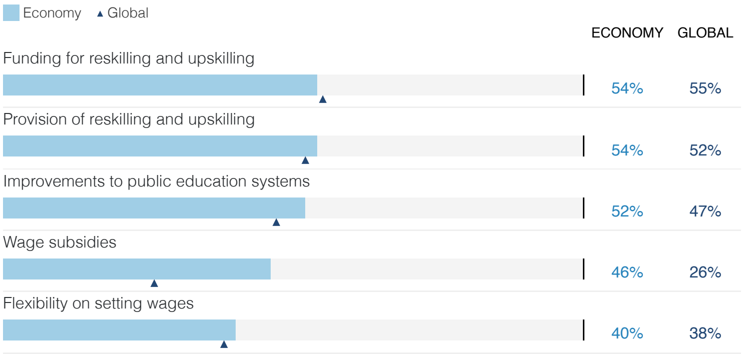
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

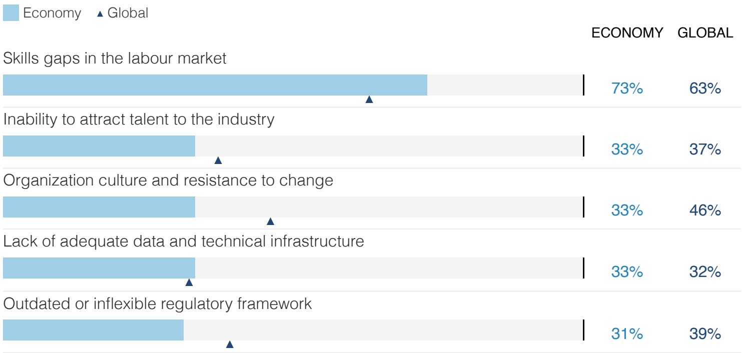


	ECONOMY	GLOBAL
Funding for reskilling and upskilling	54%	55%
Provision of reskilling and upskilling	54%	52%
Improvements to public education systems	52%	47%
Wage subsidies	46%	26%
Flexibility on setting wages	40%	38%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

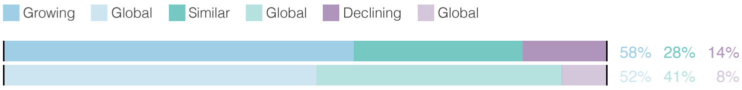


	ECONOMY	GLOBAL
Skills gaps in the labour market	73%	63%
Inability to attract talent to the industry	33%	37%
Organization culture and resistance to change	33%	46%
Lack of adequate data and technical infrastructure	33%	32%
Outdated or inflexible regulatory framework	31%	39%

Wage outlook

Wage trends

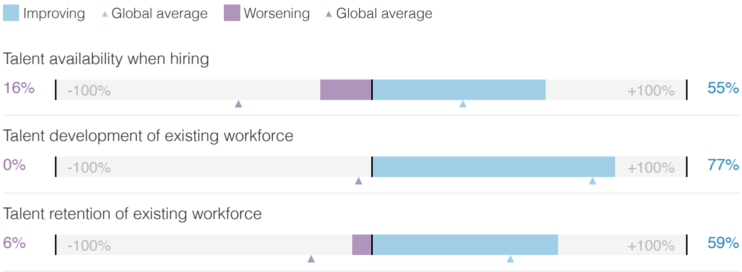
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

33 | Global 42

Set DEI goals, targets or quotas

33 | Global 26

Support workers with caregiving responsibilities

32 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

65 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

50 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

50 | Global 62

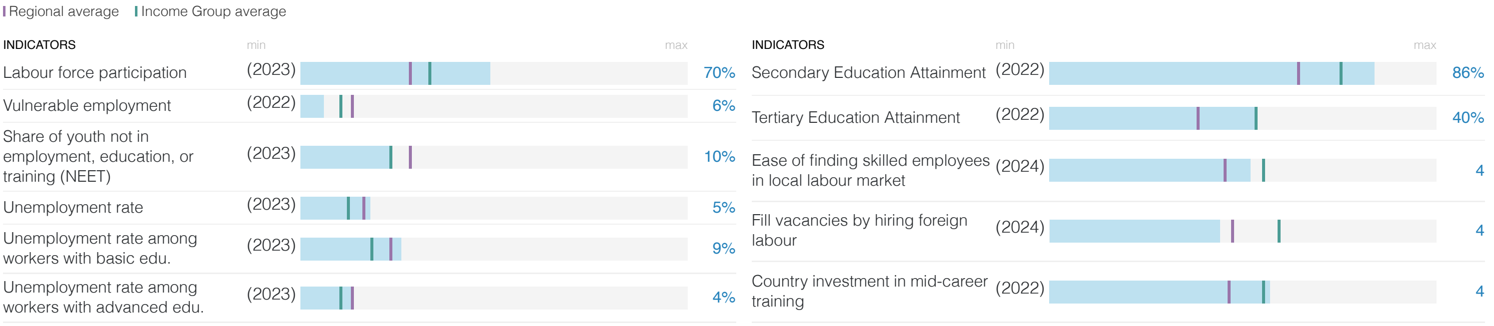
Hiring new people with skills to better work alongside AI

Economy Profile | 1 / 2 | Working Age Population (Millions)

Estonia

1.0

Contextual indicators



Regional average	Income Group average

INDICATORS		min max	
Labour force participation	(2023)		70%
Vulnerable employment	(2022)		6%
Share of youth not in employment, education, or training (NEET)	(2023)		10%
Unemployment rate	(2023)		5%
Unemployment rate among workers with basic edu.	(2023)		9%
Unemployment rate among workers with advanced edu.	(2023)		4%

INDICATORS		min max	
Secondary Education Attainment	(2022)		86%
Tertiary Education Attainment	(2022)		40%
Ease of finding skilled employees in local labour market	(2024)		4
Fill vacancies by hiring foreign labour	(2024)		4
Country investment in mid-career training	(2022)		4

Jobs and Skills outlook

13% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

95% | Global 88%

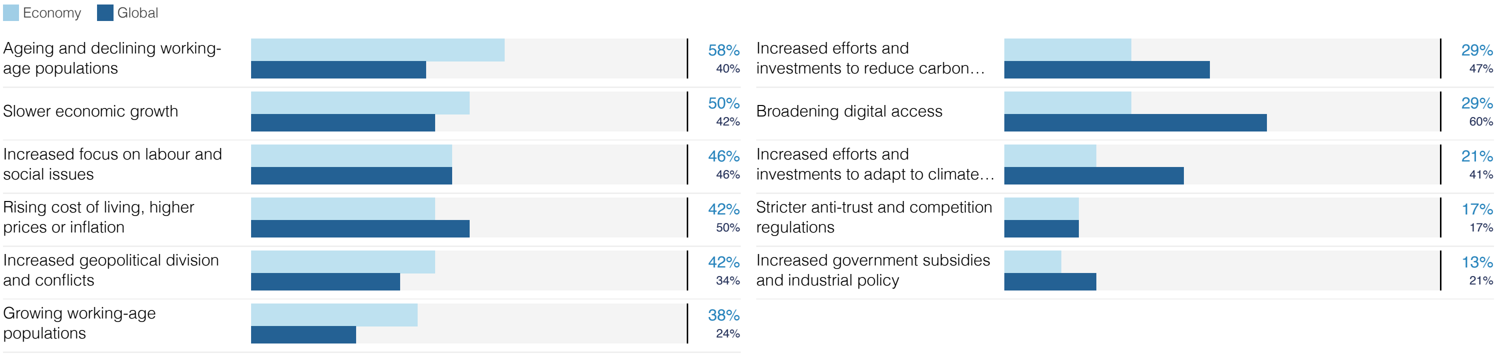
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

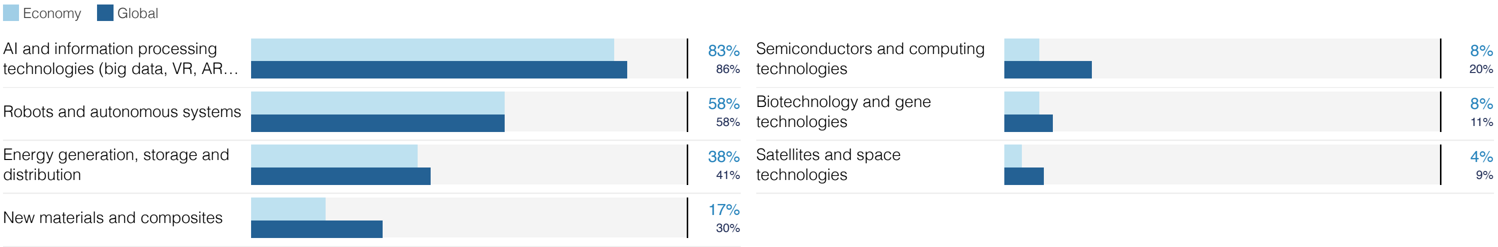


	Economy	Global
Ageing and declining working-age populations	58%	40%
Slower economic growth	50%	42%
Increased focus on labour and social issues	46%	46%
Rising cost of living, higher prices or inflation	42%	50%
Increased geopolitical division and conflicts	42%	34%
Growing working-age populations	38%	24%
Increased efforts and investments to reduce carbon…	29%	47%
Broadening digital access	29%	60%
Increased efforts and investments to adapt to climate…	21%	41%
Stricter anti-trust and competition regulations	17%	17%
Increased government subsidies and industrial policy	13%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

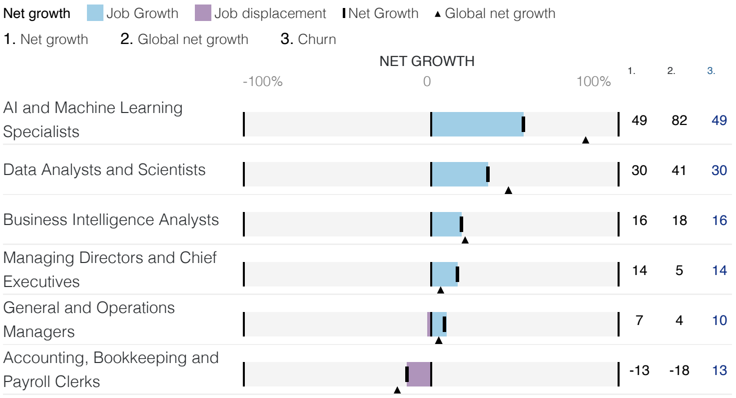


	Economy	Global
AI and information processing technologies (big data, VR, AR…	83%	86%
Robots and autonomous systems	58%	58%
Energy generation, storage and distribution	38%	41%
New materials and composites	17%	30%
Semiconductors and computing technologies	8%	20%
Biotechnology and gene technologies	8%	11%
Satellites and space technologies	4%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Net growth | Job Growth | Job displacement | Net Growth | ▲ Global net growth

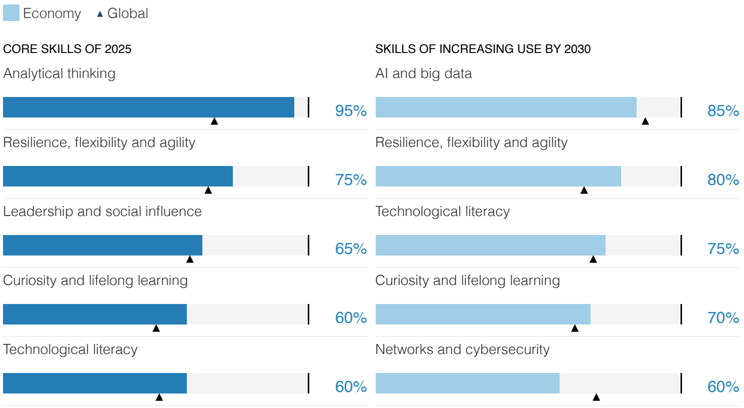
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	49	82	49
Data Analysts and Scientists	30	41	30
Business Intelligence Analysts	16	18	16
Managing Directors and Chief Executives	14	5	14
General and Operations Managers	7	4	10
Accounting, Bookkeeping and Payroll Clerks	-13	-18	13

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Economy ▲ Global

CORE SKILLS OF 2025	
Analytical thinking	95%
Resilience, flexibility and agility	75%
Leadership and social influence	65%
Curiosity and lifelong learning	60%
Technological literacy	60%

SKILLS OF INCREASING USE BY 2030	
AI and big data	85%
Resilience, flexibility and agility	80%
Technological literacy	75%
Curiosity and lifelong learning	70%
Networks and cybersecurity	60%

Economy Profile

2 / 2

Working Age Population (Millions)

Estonia

1.0

Upskilling and reskilling outlook

32 | Global 41

Would not need training by 2030

35 | Global 29

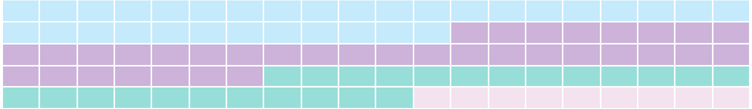
Would be upskilled in their current role

23 | Global 19

Would be upskilled and redeployed

9 | Global 11

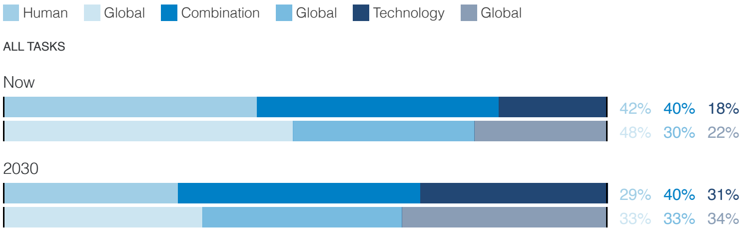
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

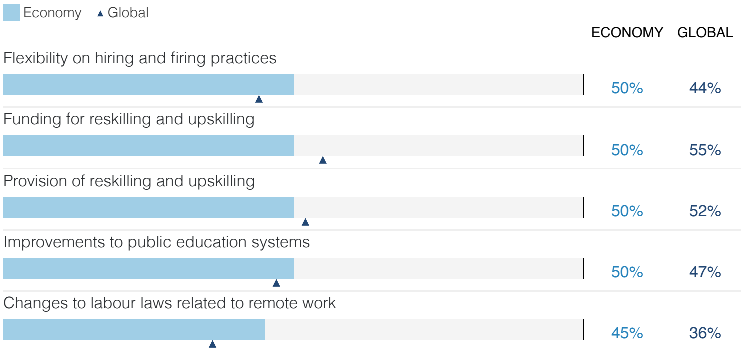
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

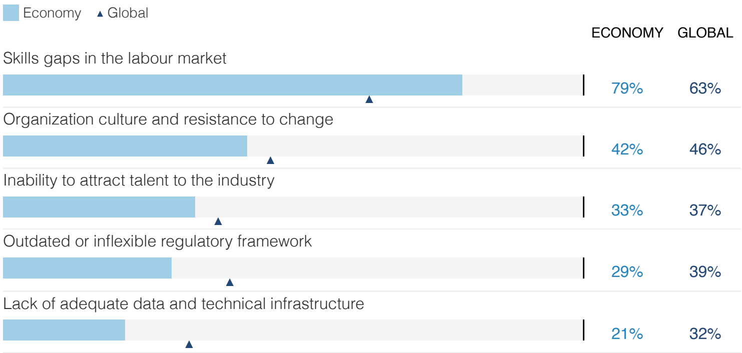
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

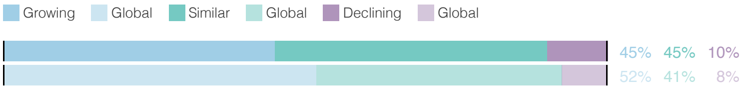
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

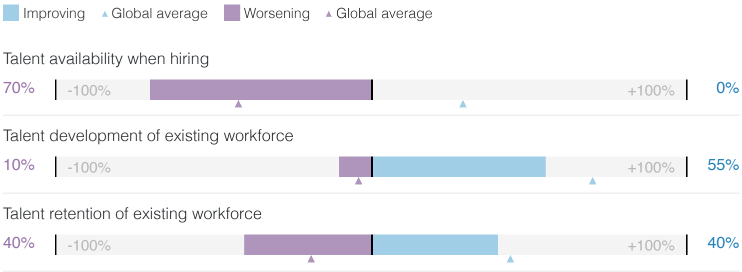
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

60 | Global 39

Pay equity reviews and salary audits

55 | Global 48

Targeted recruitment, retention and progression initiatives

50 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

75 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

60 | Global 47

Transitioning people from jobs that AI will cause to decline, to other roles within your organization

55 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

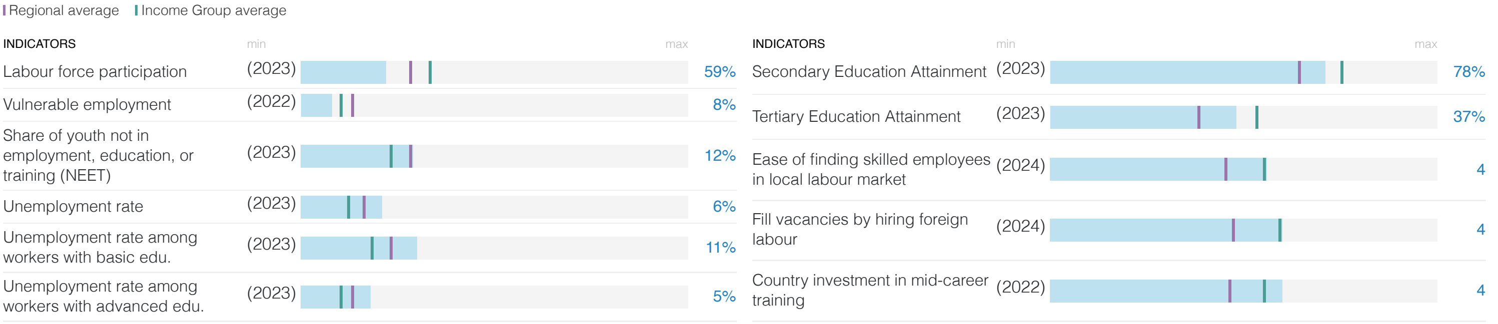
Economy Profile

Working Age Population (Millions)

France

47.2

Contextual indicators



INDICATORS		
Labour force participation	(2023)	59%
Vulnerable employment	(2022)	8%
Share of youth not in employment, education, or training (NEET)	(2023)	12%
Unemployment rate	(2023)	6%
Unemployment rate among workers with basic edu.	(2023)	11%
Unemployment rate among workers with advanced edu.	(2023)	5%

INDICATORS		
Secondary Education Attainment	(2023)	78%
Tertiary Education Attainment	(2023)	37%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

33% | Global 39%

Skill disruption

Shares of core skills which will change

93% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

95% | Global 88%

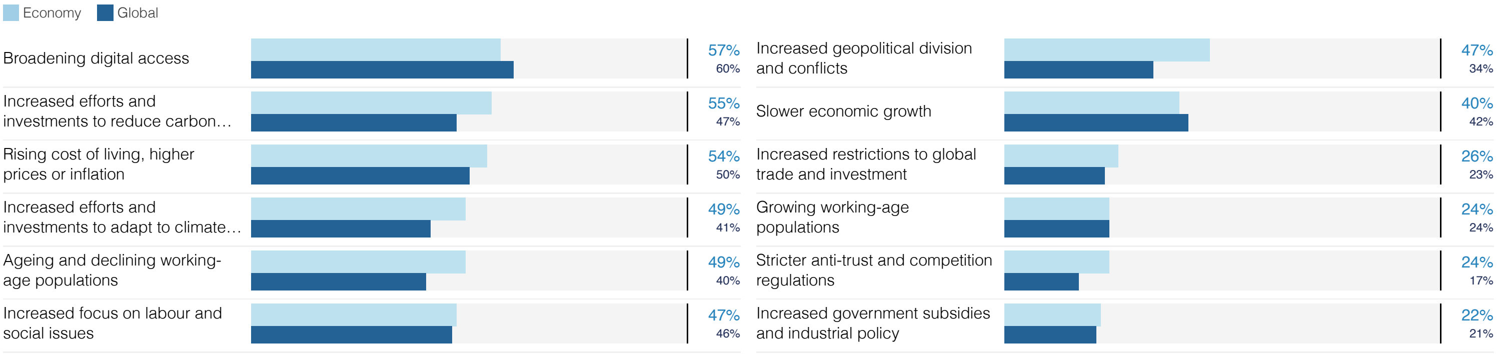
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

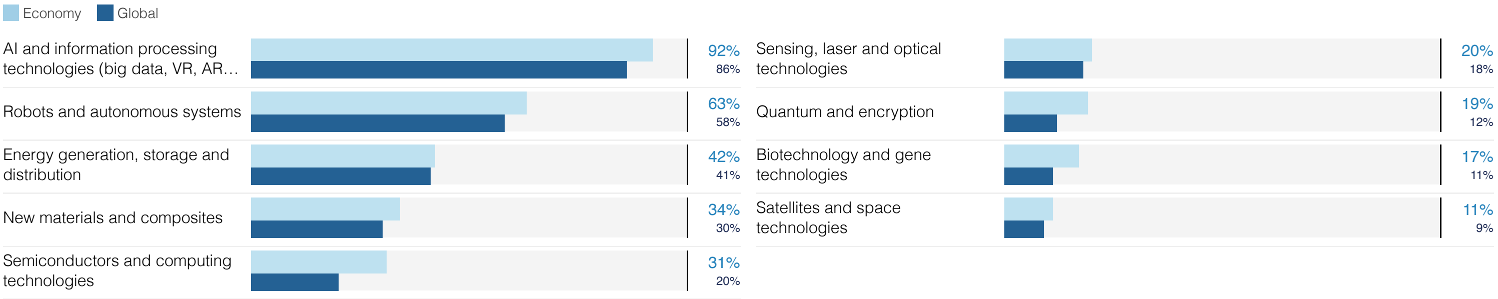


Broadening digital access	57%	60%
Increased efforts and investments to reduce carbon…	55%	47%
Rising cost of living, higher prices or inflation	54%	50%
Increased efforts and investments to adapt to climate…	49%	41%
Ageing and declining working-age populations	49%	40%
Increased focus on labour and social issues	47%	46%
Increased geopolitical division and conflicts	47%	34%
Slower economic growth	40%	42%
Increased restrictions to global trade and investment	26%	23%
Growing working-age populations	24%	24%
Stricter anti-trust and competition regulations	24%	17%
Increased government subsidies and industrial policy	22%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

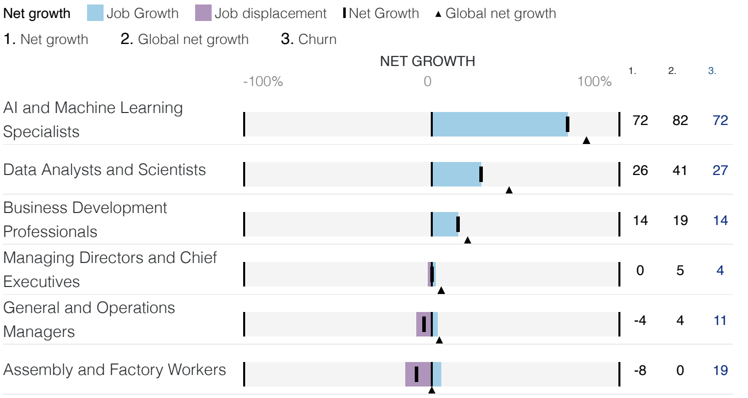


AI and information processing technologies (big data, VR, AR…	92%	86%
Robots and autonomous systems	63%	58%
Energy generation, storage and distribution	42%	41%
New materials and composites	34%	30%
Semiconductors and computing technologies	31%	20%
Sensing, laser and optical technologies	20%	18%
Quantum and encryption	19%	12%
Biotechnology and gene technologies	17%	11%
Satellites and space technologies	11%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



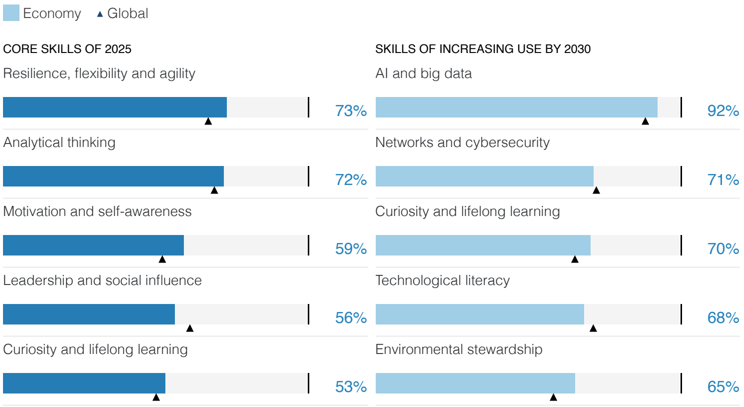
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	72	82	72
Data Analysts and Scientists	26	41	27
Business Development Professionals	14	19	14
Managing Directors and Chief Executives	0	5	4
General and Operations Managers	-4	4	11
Assembly and Factory Workers	-8	0	19

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Resilience, flexibility and agility	73%
Analytical thinking	72%
Motivation and self-awareness	59%
Leadership and social influence	56%
Curiosity and lifelong learning	53%

SKILLS OF INCREASING USE BY 2030	
AI and big data	92%
Networks and cybersecurity	71%
Curiosity and lifelong learning	70%
Technological literacy	68%
Environmental stewardship	65%

Economy Profile

France

2 / 2

Working Age Population (Millions)

47.2

Upskilling and reskilling outlook

38 | Global 41

Would not need training by 2030

31 | Global 29

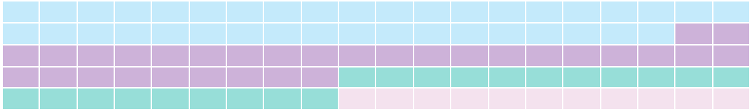
Would be upskilled in their current role

20 | Global 19

Would be upskilled and redeployed

11 | Global 11

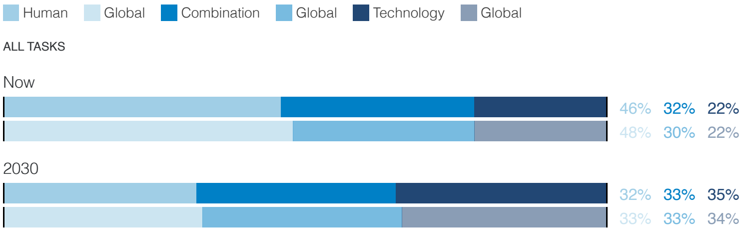
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

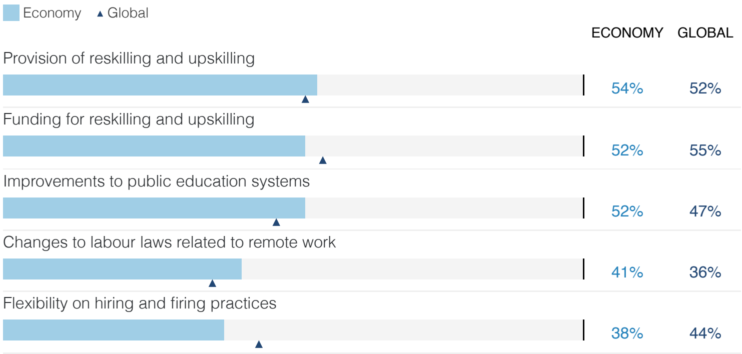
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

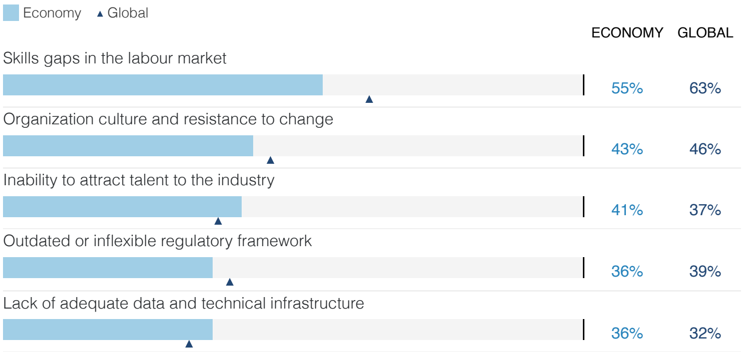


	ECONOMY	GLOBAL
Provision of reskilling and upskilling	54%	52%
Funding for reskilling and upskilling	52%	55%
Improvements to public education systems	52%	47%
Changes to labour laws related to remote work	41%	36%
Flexibility on hiring and firing practices	38%	44%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

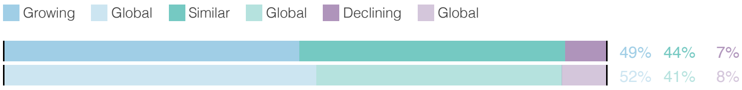


	ECONOMY	GLOBAL
Skills gaps in the labour market	55%	63%
Organization culture and resistance to change	43%	46%
Inability to attract talent to the industry	41%	37%
Outdated or inflexible regulatory framework	36%	39%
Lack of adequate data and technical infrastructure	36%	32%

Wage outlook

Wage trends

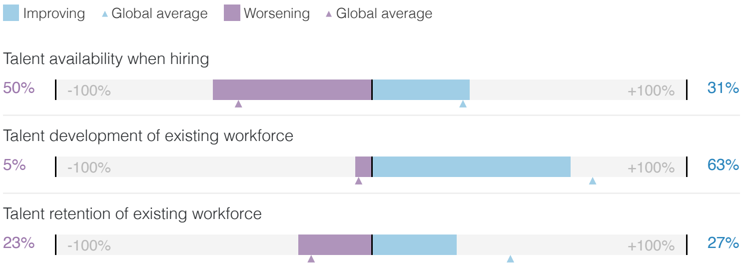
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



	Worsening	Improving
Talent availability when hiring	50%	31%
Talent development of existing workforce	5%	63%
Talent retention of existing workforce	23%	27%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

57 | Global 48

Targeted recruitment, retention and progression initiatives

55 | Global 51

Run comprehensive DEI training for managers and staff

49 | Global 39

Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

82 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

76 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

70 | Global 62

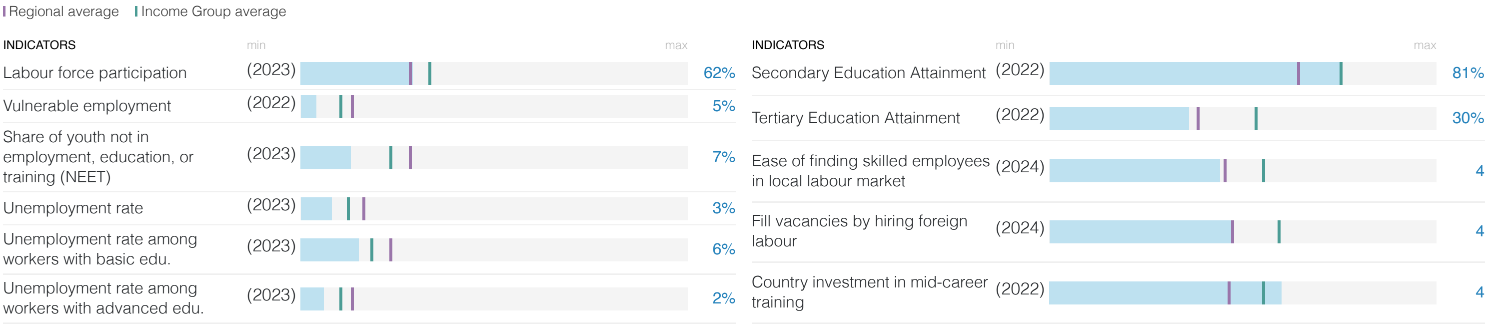
Hiring new people with skills to better work alongside AI

Germany

Working Age Population (Millions)

63.8

Contextual indicators



Jobs and Skills outlook

21% | Global 22%

Labour-market churn

Five-year structural labour-force churn

34% | Global 39%

Skill disruption

Shares of core skills which will change

93% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

92% | Global 88%

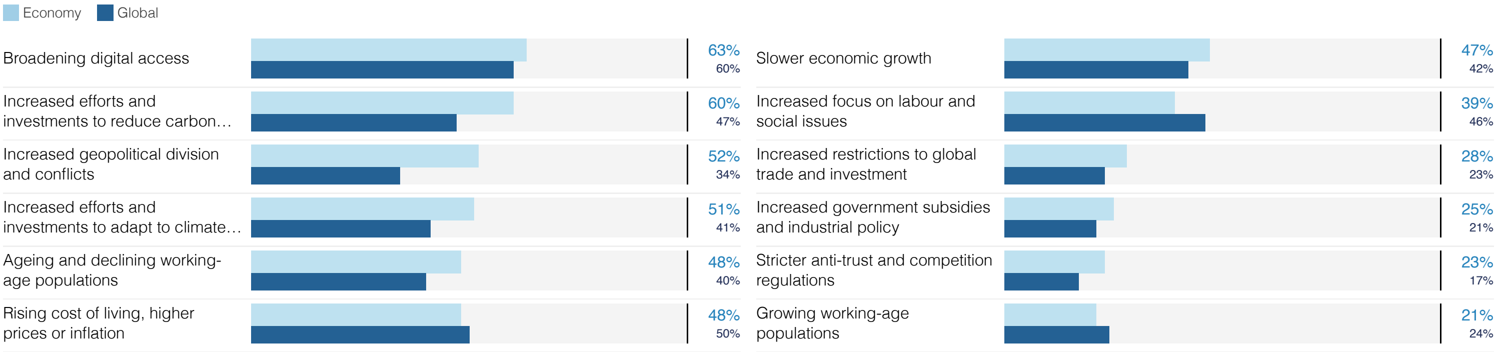
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

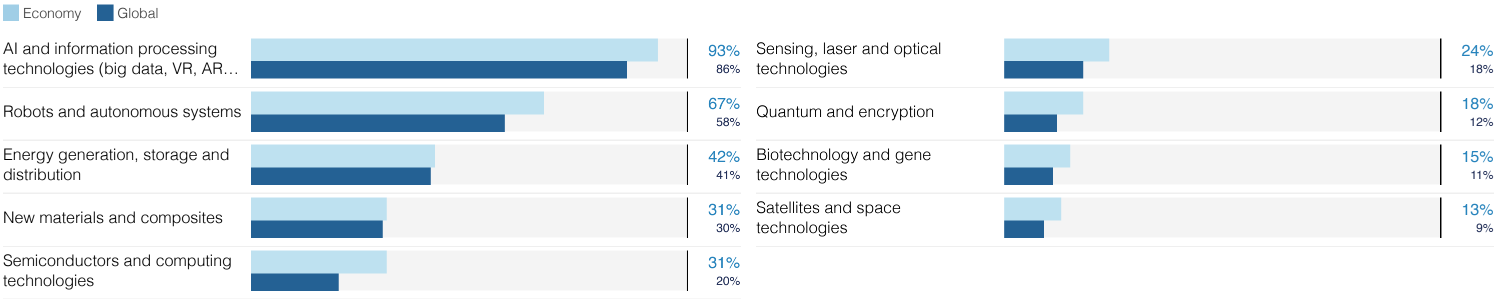
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

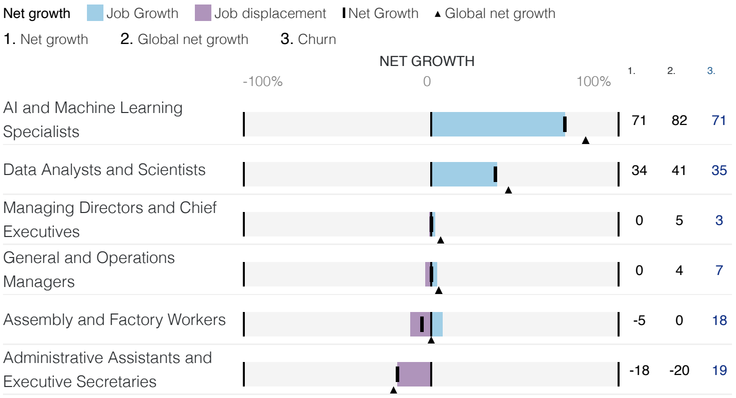
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

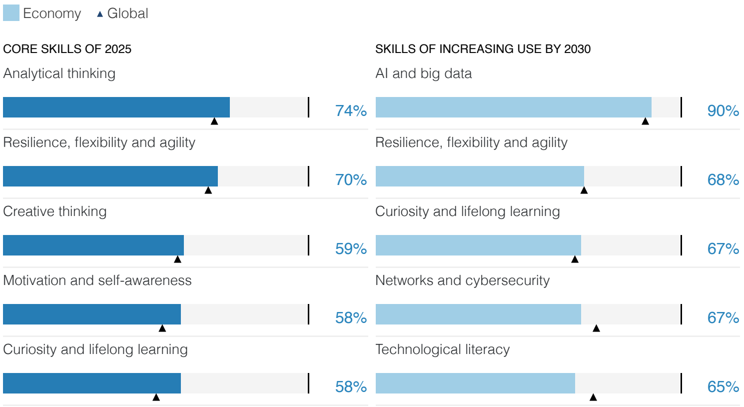
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Working Age Population (Millions)

Germany

63.8

Upskilling and reskilling outlook

40 | Global 41

Would not need training by 2030

29 | Global 29

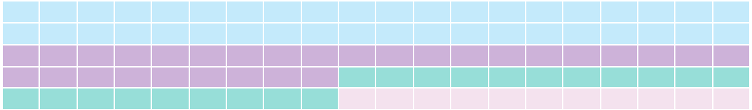
Would be upskilled in their current role

20 | Global 19

Would be upskilled and redeployed

11 | Global 11

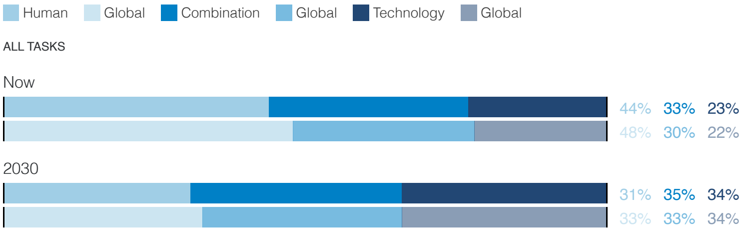
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

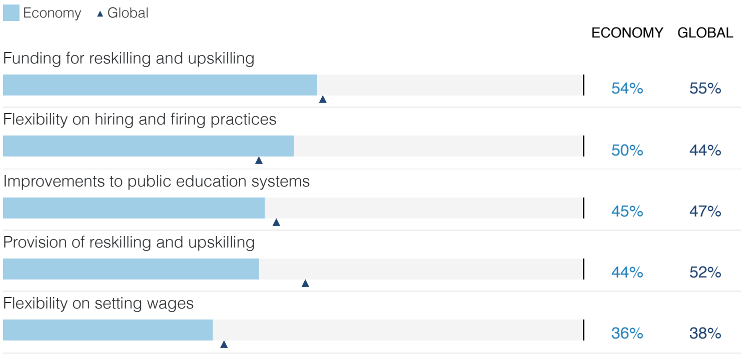
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

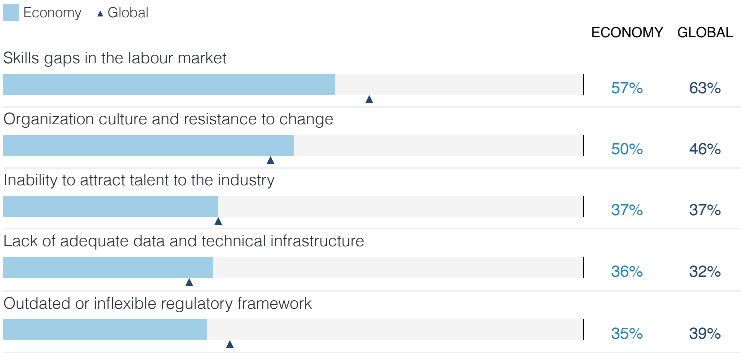
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

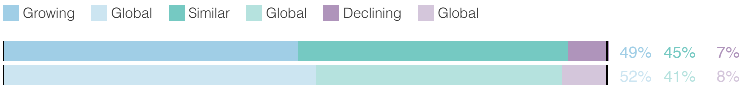
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

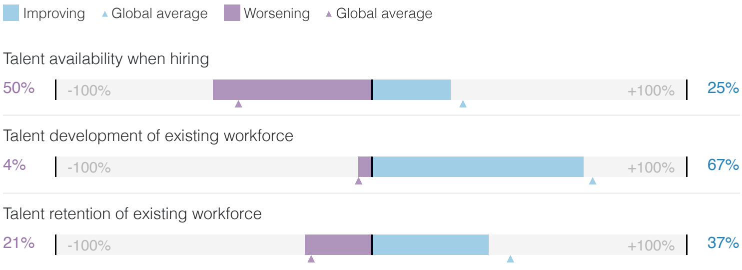
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

56 | Global 48

Targeted recruitment, retention and progression initiatives

53 | Global 51

Run comprehensive DEI training for managers and staff

50 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

84 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

73 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

65 | Global 62

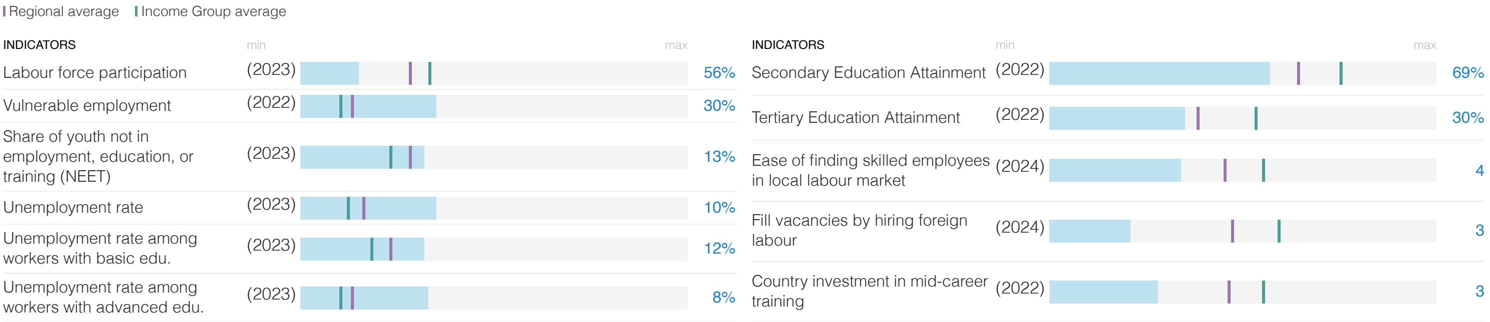
Hiring new people with skills to better work alongside AI

Greece

Working Age Population (Millions)

8.0

Contextual indicators



INDICATORS		
Labour force participation	(2023)	56%
Vulnerable employment	(2022)	30%
Share of youth not in employment, education, or training (NEET)	(2023)	13%
Unemployment rate	(2023)	10%
Unemployment rate among workers with basic edu.	(2023)	12%
Unemployment rate among workers with advanced edu.	(2023)	8%
Secondary Education Attainment	(2022)	69%
Tertiary Education Attainment	(2022)	30%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	3
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

7% | Global 22%

Labour-market churn

Five-year structural labour-force churn

39% | Global 39%

Skill disruption

Shares of core skills which will change

83% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

83% | Global 88%

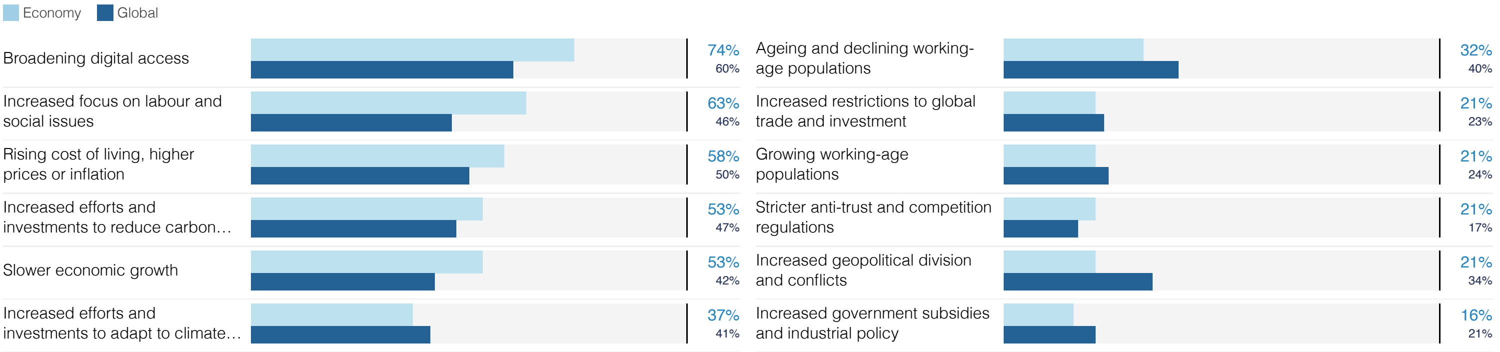
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

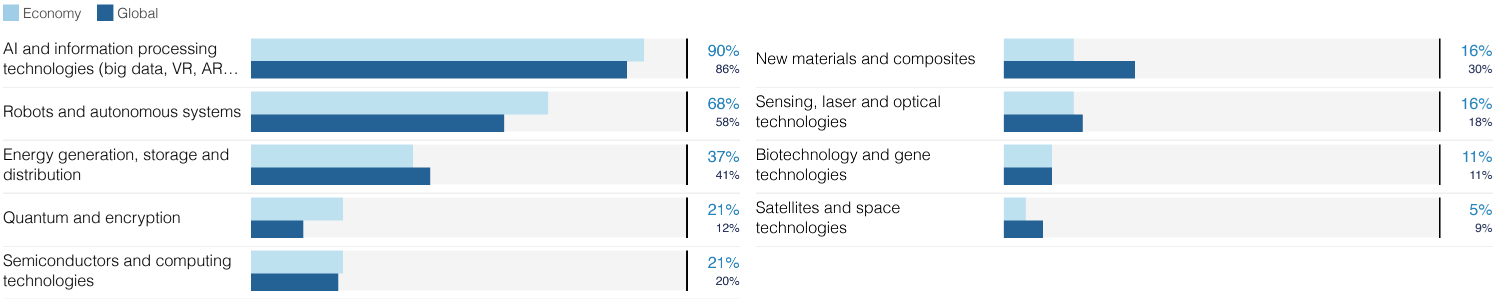


Broadening digital access	74%	60%
Increased focus on labour and social issues	63%	46%
Rising cost of living, higher prices or inflation	58%	50%
Increased efforts and investments to reduce carbon…	53%	47%
Slower economic growth	53%	42%
Increased efforts and investments to adapt to climate…	37%	41%
Ageing and declining working-age populations	32%	40%
Increased restrictions to global trade and investment	21%	23%
Growing working-age populations	21%	24%
Stricter anti-trust and competition regulations	21%	17%
Increased geopolitical division and conflicts	21%	34%
Increased government subsidies and industrial policy	16%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

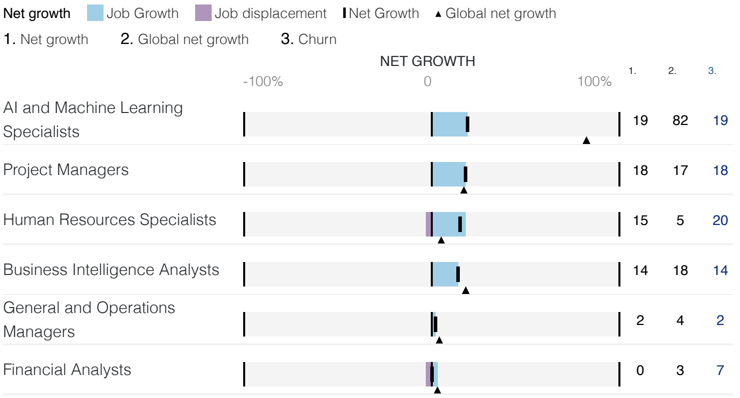


AI and information processing technologies (big data, VR, AR…	90%	86%
Robots and autonomous systems	68%	58%
Energy generation, storage and distribution	37%	41%
Quantum and encryption	21%	12%
Semiconductors and computing technologies	21%	20%
New materials and composites	16%	30%
Sensing, laser and optical technologies	16%	18%
Biotechnology and gene technologies	11%	11%
Satellites and space technologies	5%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



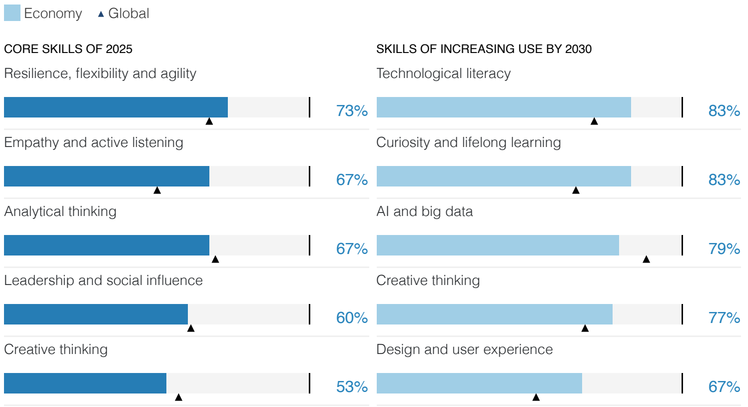
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	19	82	19
Project Managers	18	17	18
Human Resources Specialists	15	5	20
Business Intelligence Analysts	14	18	14
General and Operations Managers	2	4	2
Financial Analysts	0	3	7

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Resilience, flexibility and agility	73%
Empathy and active listening	67%
Analytical thinking	67%
Leadership and social influence	60%
Creative thinking	53%

SKILLS OF INCREASING USE BY 2030	
Technological literacy	83%
Curiosity and lifelong learning	83%
AI and big data	79%
Creative thinking	77%
Design and user experience	67%

Greece

8.0

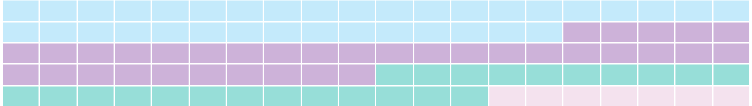
Upskilling and reskilling outlook

35 | Global 41
Would not need training by 2030

35 | Global 29
Would be upskilled in their current role

23 | Global 19
Would be upskilled and redeployed

8 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

■ Human ■ Global ■ Combination ■ Global ■ Technology ■ Global

ALL TASKS

Now	45%	29%	26%
	48%	30%	22%
2030	28%	35%	36%
	33%	33%	34%

Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

■ Economy ▲ Global

	ECONOMY	GLOBAL
Funding for reskilling and upskilling	82%	55%
Provision of reskilling and upskilling	64%	52%
Wage subsidies	64%	26%
Changes to labour laws related to remote work	55%	36%
Improvements to public education systems	46%	47%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

■ Economy ▲ Global

	ECONOMY	GLOBAL
Skills gaps in the labour market	58%	63%
Inability to attract talent to the industry	53%	37%
Insufficient understanding of opportunities	32%	25%
Organization culture and resistance to change	26%	46%
Inability to attract talent to my firm	21%	27%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

■ Growing ■ Global ■ Similar ■ Global ■ Declining ■ Global

42%	58%	0%
52%	41%	8%

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

■ Improving ▲ Global average ■ Worsening ▲ Global average

Talent availability when hiring	25%	-100%	+100%	33%
Talent development of existing workforce	8%	-100%	+100%	58%
Talent retention of existing workforce	17%	-100%	+100%	25%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

67 | Global 48
Targeted recruitment, retention and progression initiatives

58 | Global 27
Embed DEI goals and solutions across the supply chain

58 | Global 33
Anti-harrasment protocols

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

75 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

67 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

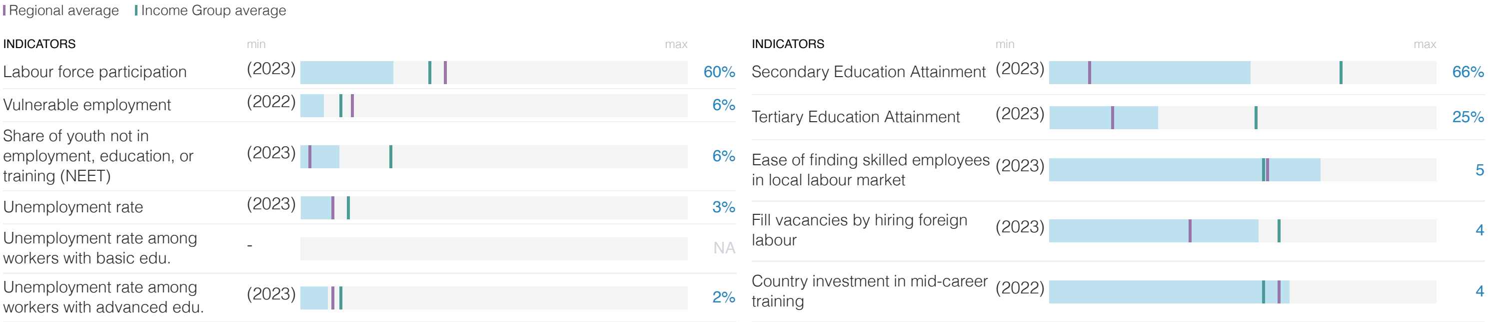
67 | Global 62
Hiring new people with skills to better work alongside AI

Working Age Population (Millions)

Hong Kong SAR, China

6.1

Contextual indicators



INDICATORS		
Labour force participation	(2023)	60%
Vulnerable employment	(2022)	6%
Share of youth not in employment, education, or training (NEET)	(2023)	6%
Unemployment rate	(2023)	3%
Unemployment rate among workers with basic edu.	-	NA
Unemployment rate among workers with advanced edu.	(2023)	2%

INDICATORS		
Secondary Education Attainment	(2023)	66%
Tertiary Education Attainment	(2023)	25%
Ease of finding skilled employees in local labour market	(2023)	5
Fill vacancies by hiring foreign labour	(2023)	4
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

15% | Global 22%

Labour-market churn

Five-year structural labour-force churn

35% | Global 39%

Skill disruption

Shares of core skills which will change

94% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

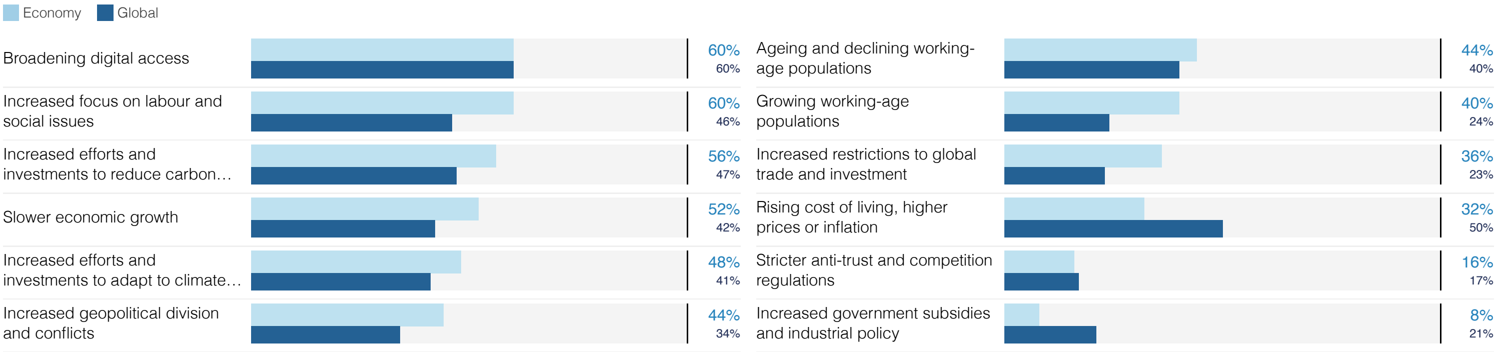
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

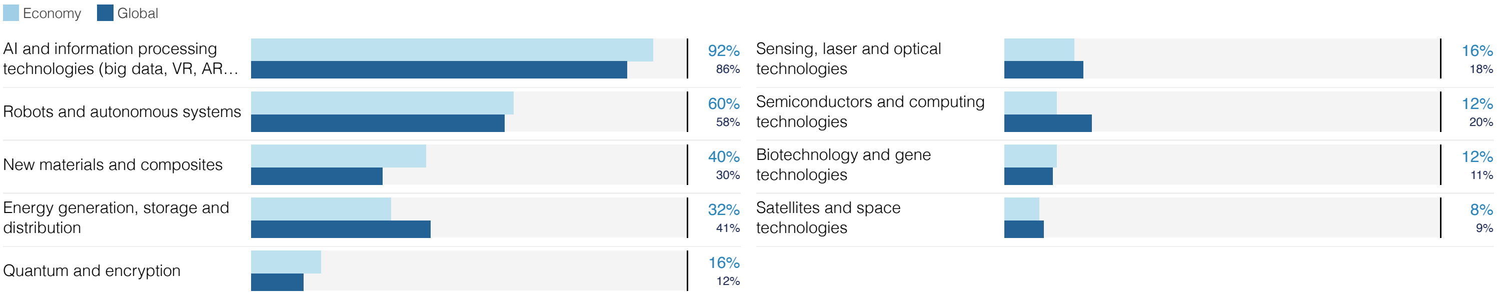


Broadening digital access	60%	60%
Increased focus on labour and social issues	60%	46%
Increased efforts and investments to reduce carbon…	56%	47%
Slower economic growth	52%	42%
Increased efforts and investments to adapt to climate…	48%	41%
Increased geopolitical division and conflicts	44%	34%
Ageing and declining working-age populations	44%	40%
Growing working-age populations	40%	24%
Increased restrictions to global trade and investment	36%	23%
Rising cost of living, higher prices or inflation	32%	50%
Stricter anti-trust and competition regulations	16%	17%
Increased government subsidies and industrial policy	8%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

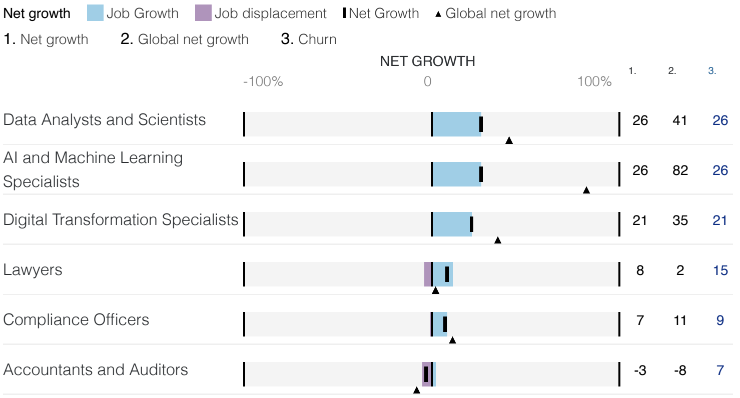


AI and information processing technologies (big data, VR, AR…	92%	86%
Robots and autonomous systems	60%	58%
New materials and composites	40%	30%
Energy generation, storage and distribution	32%	41%
Quantum and encryption	16%	12%
Sensing, laser and optical technologies	16%	18%
Semiconductors and computing technologies	12%	20%
Biotechnology and gene technologies	12%	11%
Satellites and space technologies	8%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



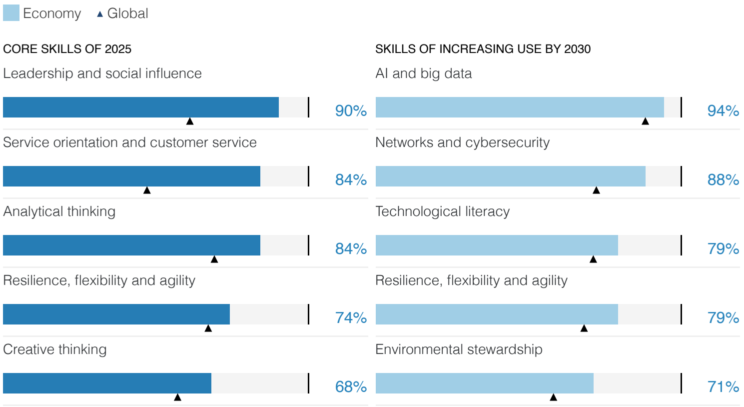
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Data Analysts and Scientists	26	41	26
AI and Machine Learning Specialists	26	82	26
Digital Transformation Specialists	21	35	21
Lawyers	8	2	15
Compliance Officers	7	11	9
Accountants and Auditors	-3	-8	7

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Leadership and social influence	90%
Service orientation and customer service	84%
Analytical thinking	84%
Resilience, flexibility and agility	74%
Creative thinking	68%

SKILLS OF INCREASING USE BY 2030	
AI and big data	94%
Networks and cybersecurity	88%
Technological literacy	79%
Resilience, flexibility and agility	79%
Environmental stewardship	71%

Working Age Population (Millions)

Hong Kong SAR, China

6.1

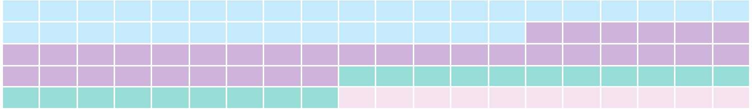
Upskilling and reskilling outlook

34 | Global 41
Would not need training by 2030

35 | Global 29
Would be upskilled in their current role

20 | Global 19
Would be upskilled and redeployed

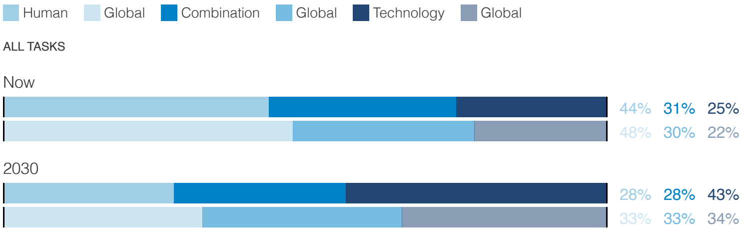
11 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

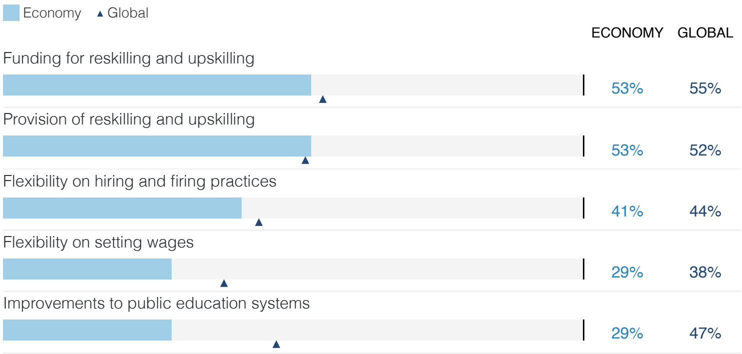
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

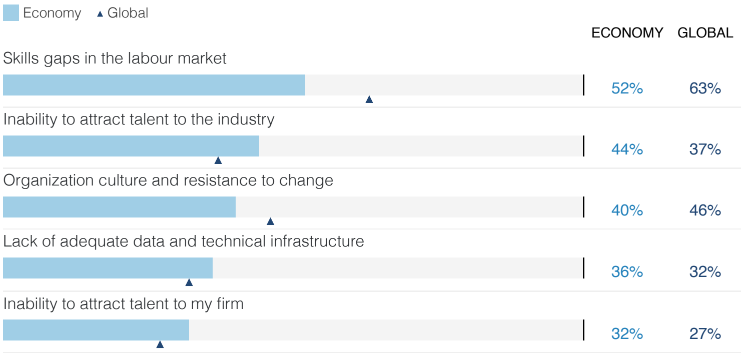


	ECONOMY	GLOBAL
Funding for reskilling and upskilling	53%	55%
Provision of reskilling and upskilling	53%	52%
Flexibility on hiring and firing practices	41%	44%
Flexibility on setting wages	29%	38%
Improvements to public education systems	29%	47%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

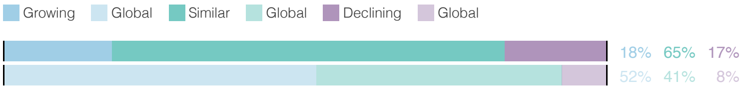


	ECONOMY	GLOBAL
Skills gaps in the labour market	52%	63%
Inability to attract talent to the industry	44%	37%
Organization culture and resistance to change	40%	46%
Lack of adequate data and technical infrastructure	36%	32%
Inability to attract talent to my firm	32%	27%

Wage outlook

Wage trends

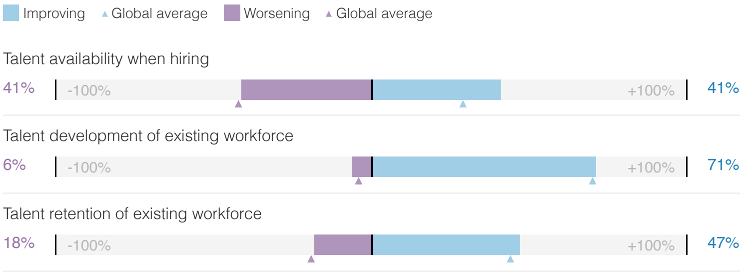
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



Talent availability when hiring	41%	41%
Talent development of existing workforce	6%	71%
Talent retention of existing workforce	18%	47%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

82 | Global 48
Targeted recruitment, retention and progression initiatives

59 | Global 51
Run comprehensive DEI training for managers and staff

53 | Global 42
Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

94 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

65 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

59 | Global 47
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

Economy Profile

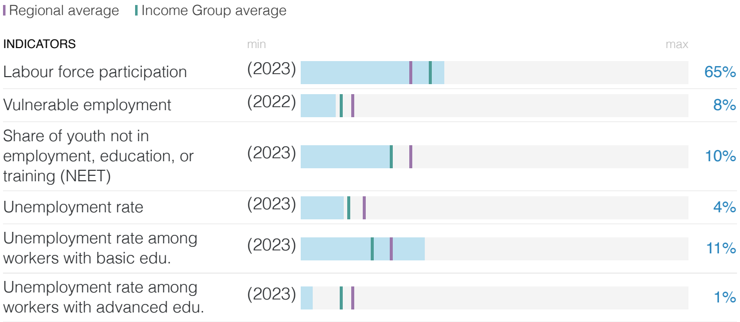
1 / 2

Working Age Population (Millions)

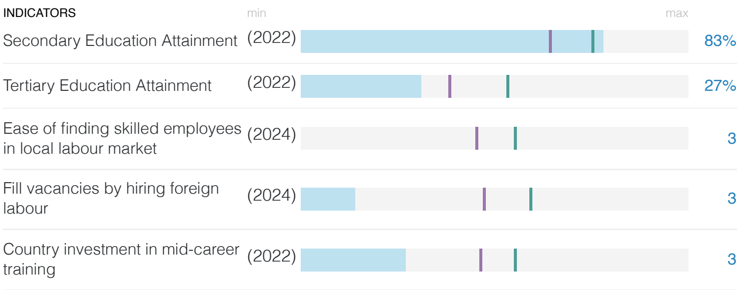
Hungary

7.1

Contextual indicators



INDICATORS		
Labour force participation	(2023)	65%
Vulnerable employment	(2022)	8%
Share of youth not in employment, education, or training (NEET)	(2023)	10%
Unemployment rate	(2023)	4%
Unemployment rate among workers with basic edu.	(2023)	11%
Unemployment rate among workers with advanced edu.	(2023)	1%



INDICATORS		
Secondary Education Attainment	(2022)	83%
Tertiary Education Attainment	(2022)	27%
Ease of finding skilled employees in local labour market	(2024)	3
Fill vacancies by hiring foreign labour	(2024)	3
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

17% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

100% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

92% | Global 88%

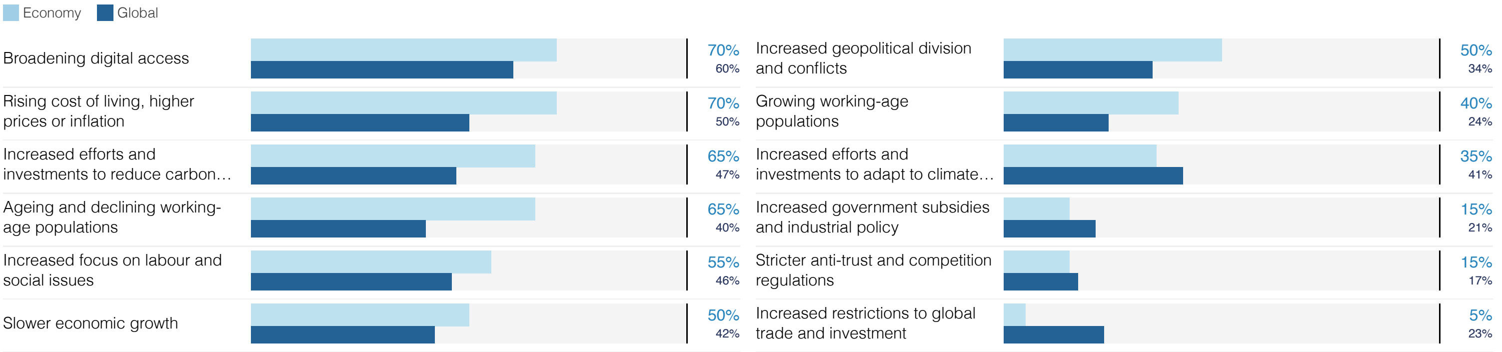
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

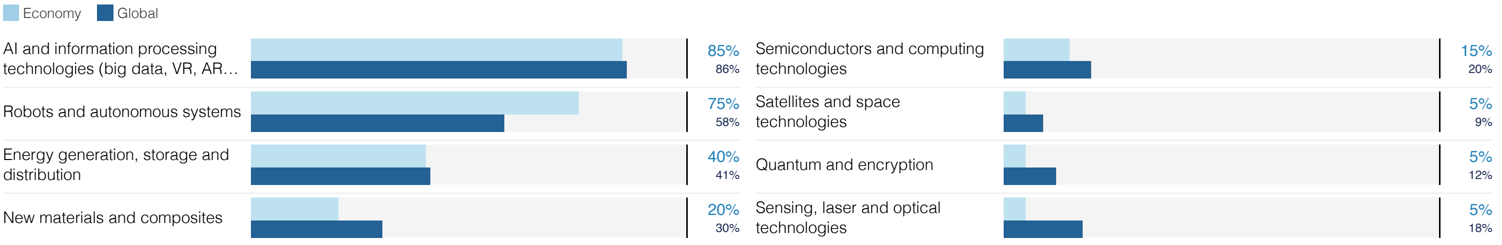


	Economy	Global
Broadening digital access	70%	60%
Rising cost of living, higher prices or inflation	70%	50%
Increased efforts and investments to reduce carbon…	65%	47%
Ageing and declining working-age populations	65%	40%
Increased focus on labour and social issues	55%	46%
Slower economic growth	50%	42%
Increased geopolitical division and conflicts	50%	34%
Growing working-age populations	40%	24%
Increased efforts and investments to adapt to climate…	35%	41%
Increased government subsidies and industrial policy	15%	21%
Stricter anti-trust and competition regulations	15%	17%
Increased restrictions to global trade and investment	5%	23%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

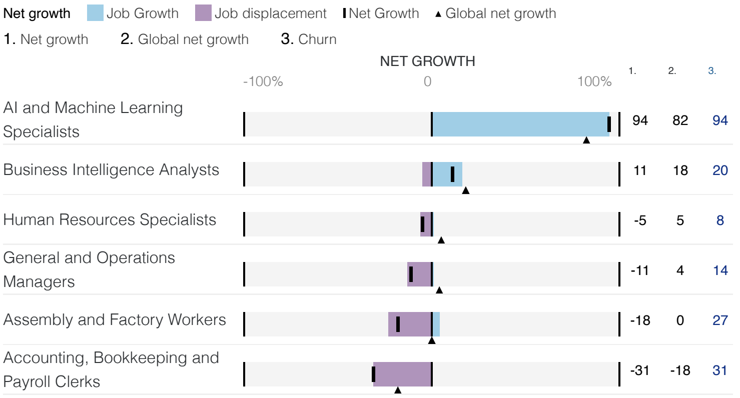


	Economy	Global
AI and information processing technologies (big data, VR, AR…	85%	86%
Robots and autonomous systems	75%	58%
Energy generation, storage and distribution	40%	41%
New materials and composites	20%	30%
Semiconductors and computing technologies	15%	20%
Satellites and space technologies	5%	9%
Quantum and encryption	5%	12%
Sensing, laser and optical technologies	5%	18%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



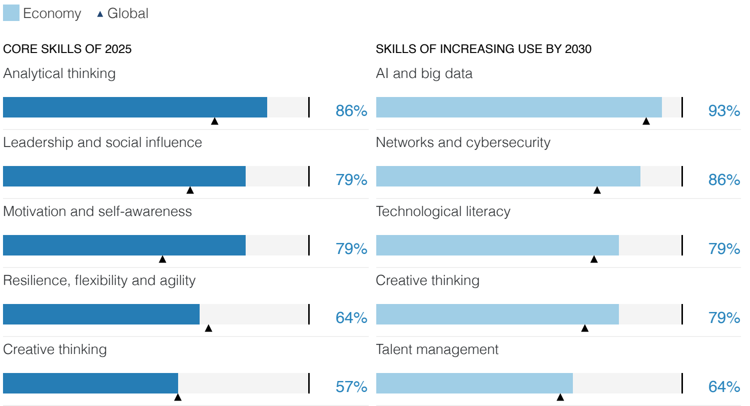
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	94	82	94
Business Intelligence Analysts	11	18	20
Human Resources Specialists	-5	5	8
General and Operations Managers	-11	4	14
Assembly and Factory Workers	-18	0	27
Accounting, Bookkeeping and Payroll Clerks	-31	-18	31

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	86%	AI and big data	93%
Leadership and social influence	79%	Networks and cybersecurity	86%
Motivation and self-awareness	79%	Technological literacy	79%
Resilience, flexibility and agility	64%	Creative thinking	79%
Creative thinking	57%	Talent management	64%

Hungary

Working Age Population (Millions)

7.1

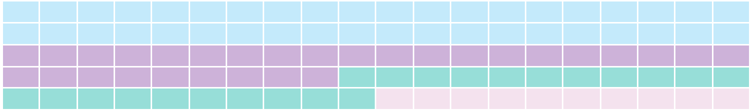
Upskilling and reskilling outlook

40 | Global 41
Would not need training by 2030

29 | Global 29
Would be upskilled in their current role

21 | Global 19
Would be upskilled and redeployed

10 | Global 11
Would be unlikely to upskill



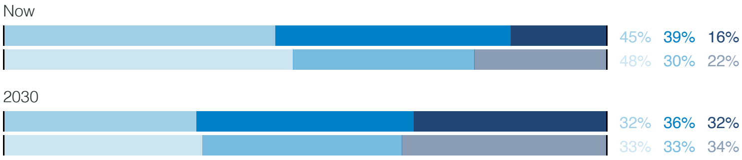
Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

Human · Global · Combination · Global · Technology · Global

ALL TASKS

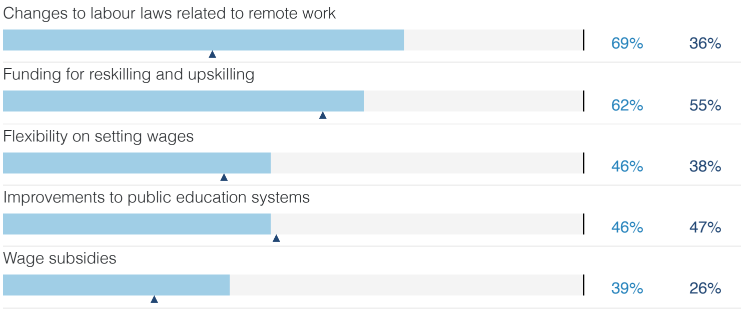


Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

Economy · ▲ Global



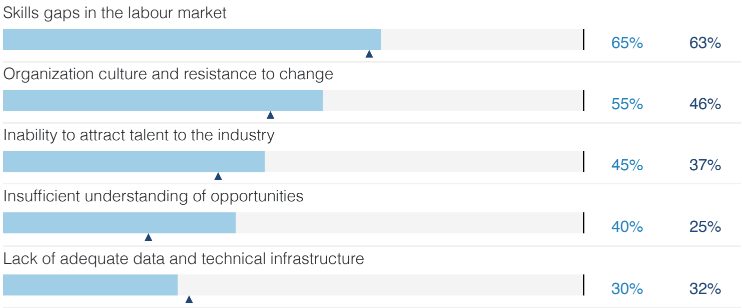
	ECONOMY	GLOBAL
Changes to labour laws related to remote work	69%	36%
Funding for reskilling and upskilling	62%	55%
Flexibility on setting wages	46%	38%
Improvements to public education systems	46%	47%
Wage subsidies	39%	26%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

Economy · ▲ Global



	ECONOMY	GLOBAL
Skills gaps in the labour market	65%	63%
Organization culture and resistance to change	55%	46%
Inability to attract talent to the industry	45%	37%
Insufficient understanding of opportunities	40%	25%
Lack of adequate data and technical infrastructure	30%	32%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

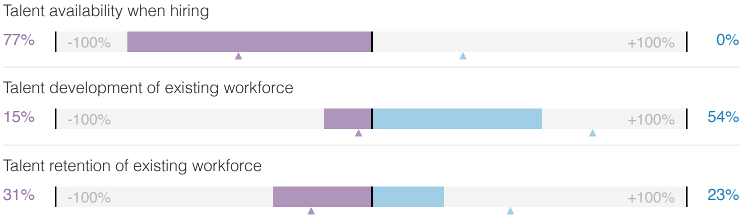
Growing · Global · Similar · Global · Declining · Global

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

Improving · ▲ Global average · Worsening · ▲ Global average



Talent availability when hiring	77%	0%
Talent development of existing workforce	15%	54%
Talent retention of existing workforce	31%	23%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

46 | Global 27
Embed DEI goals and solutions across the supply chain

39 | Global 51
Run comprehensive DEI training for managers and staff

39 | Global 39
Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

83 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

58 | Global 62
Hiring new people with skills to better work alongside AI

58 | Global 49
Re-orienting your organization to target new business opportunities created by AI

Economy Profile

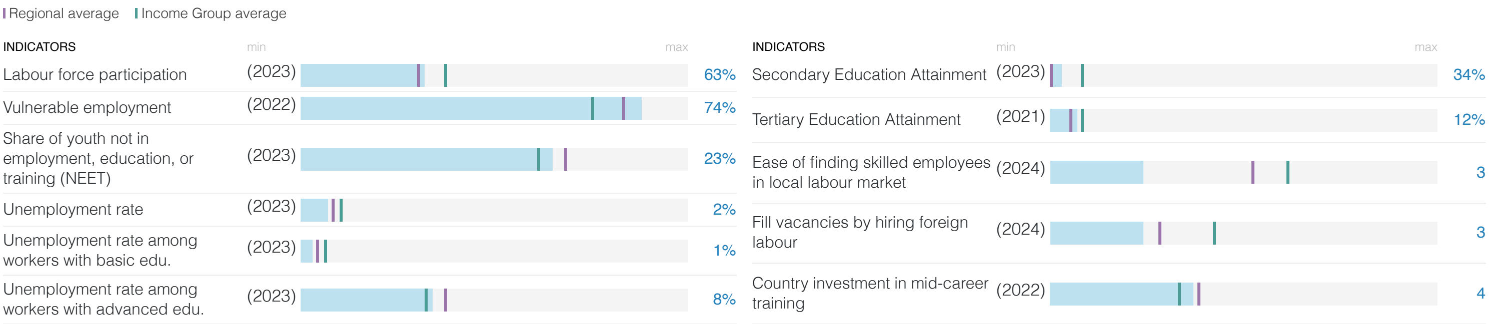
1 / 2

India

Working Age Population (Millions)

672.8

Contextual indicators



INDICATORS		
Labour force participation	(2023)	63%
Vulnerable employment	(2022)	74%
Share of youth not in employment, education, or training (NEET)	(2023)	23%
Unemployment rate	(2023)	2%
Unemployment rate among workers with basic edu.	(2023)	1%
Unemployment rate among workers with advanced edu.	(2023)	8%

INDICATORS		
Secondary Education Attainment	(2023)	34%
Tertiary Education Attainment	(2021)	12%
Ease of finding skilled employees in local labour market	(2024)	3
Fill vacancies by hiring foreign labour	(2024)	3
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

20% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

96% | Global 88%

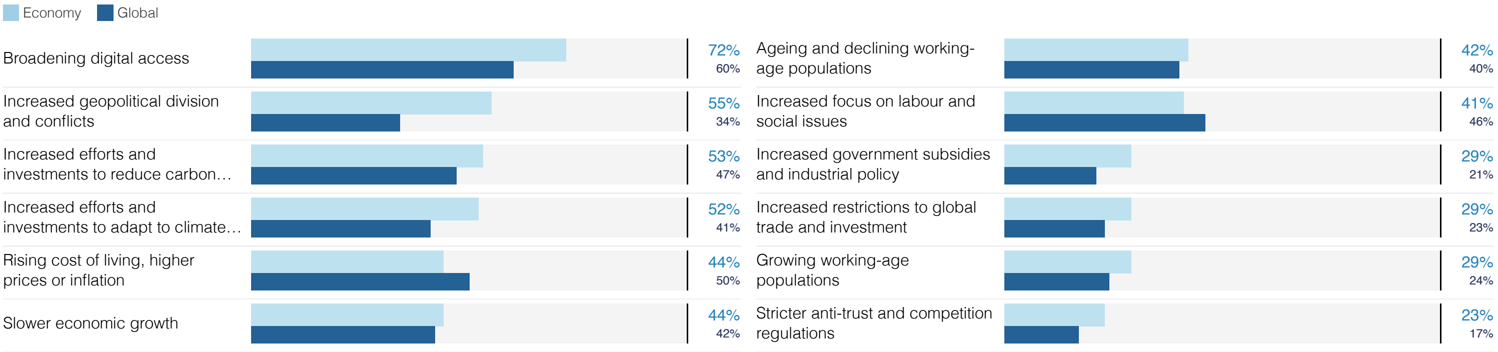
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

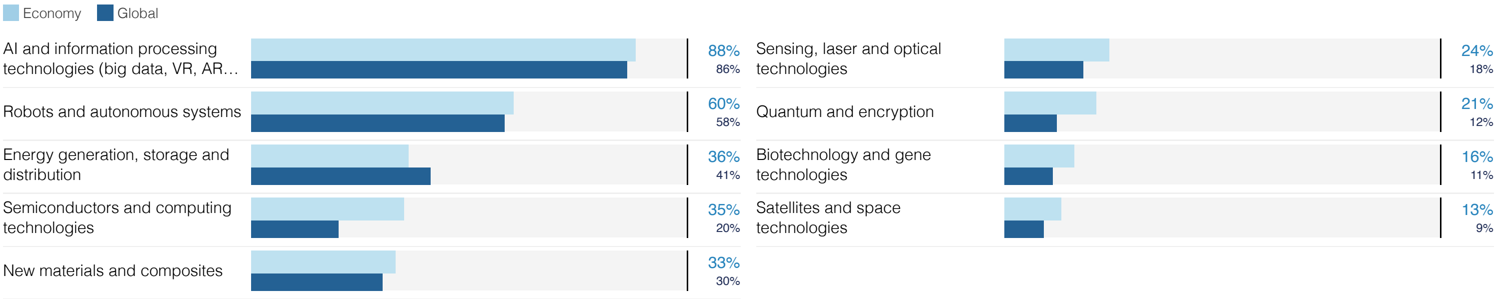


	Economy	Global
Broadening digital access	72%	60%
Increased geopolitical division and conflicts	55%	34%
Increased efforts and investments to reduce carbon…	53%	47%
Increased efforts and investments to adapt to climate…	52%	41%
Rising cost of living, higher prices or inflation	44%	50%
Slower economic growth	44%	42%
Ageing and declining working-age populations	42%	40%
Increased focus on labour and social issues	41%	46%
Increased government subsidies and industrial policy	29%	21%
Increased restrictions to global trade and investment	29%	23%
Growing working-age populations	29%	24%
Stricter anti-trust and competition regulations	23%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

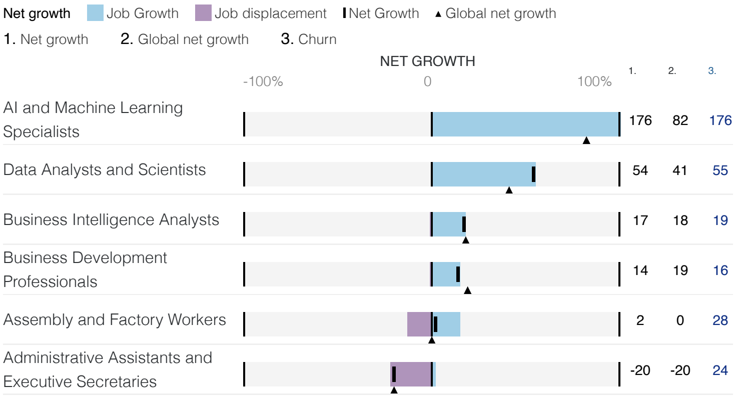


	Economy	Global
AI and information processing technologies (big data, VR, AR…	88%	86%
Robots and autonomous systems	60%	58%
Energy generation, storage and distribution	36%	41%
Semiconductors and computing technologies	35%	20%
New materials and composites	33%	30%
Sensing, laser and optical technologies	24%	18%
Quantum and encryption	21%	12%
Biotechnology and gene technologies	16%	11%
Satellites and space technologies	13%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



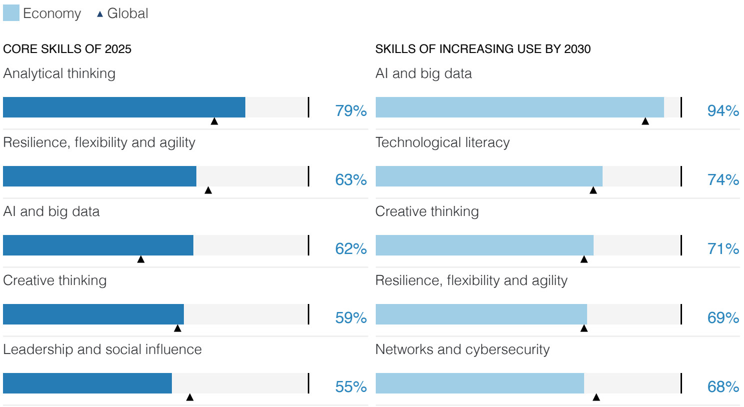
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	176	82	176
Data Analysts and Scientists	54	41	55
Business Intelligence Analysts	17	18	19
Business Development Professionals	14	19	16
Assembly and Factory Workers	2	0	28
Administrative Assistants and Executive Secretaries	-20	-20	24

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	79%
Resilience, flexibility and agility	63%
AI and big data	62%
Creative thinking	59%
Leadership and social influence	55%

SKILLS OF INCREASING USE BY 2030	
AI and big data	94%
Technological literacy	74%
Creative thinking	71%
Resilience, flexibility and agility	69%
Networks and cybersecurity	68%

India

Working Age Population (Millions)

672.8

Upskilling and reskilling outlook

37 | Global 41

Would not need training by 2030

29 | Global 29

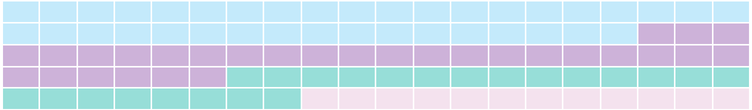
Would be upskilled in their current role

22 | Global 19

Would be upskilled and redeployed

12 | Global 11

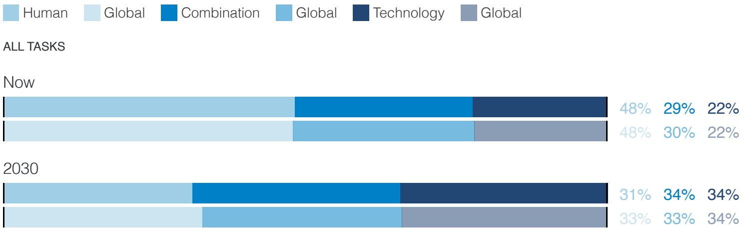
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

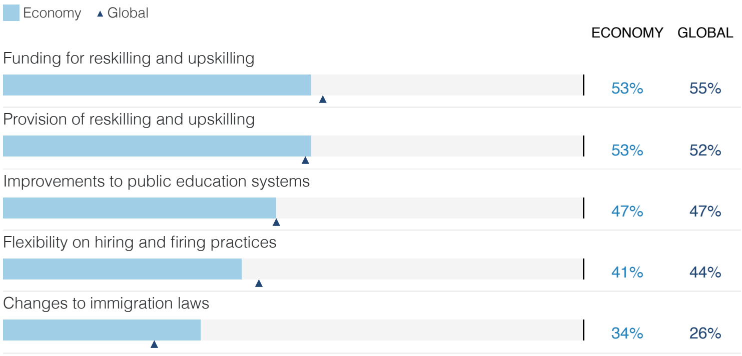


Now	48%	29%	22%
	48%	30%	22%
2030	31%	34%	34%
	33%	33%	34%

Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

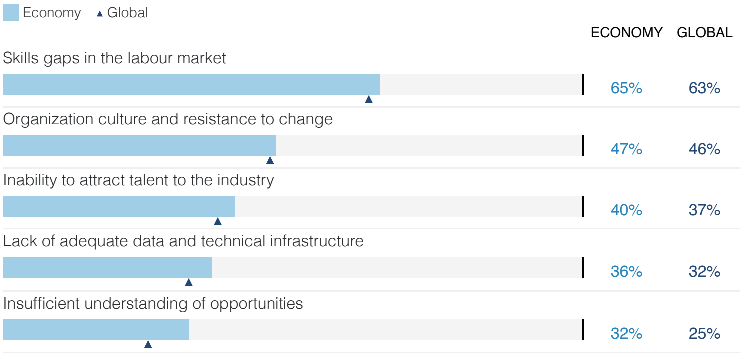


	ECONOMY	GLOBAL
Funding for reskilling and upskilling	53%	55%
Provision of reskilling and upskilling	53%	52%
Improvements to public education systems	47%	47%
Flexibility on hiring and firing practices	41%	44%
Changes to immigration laws	34%	26%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

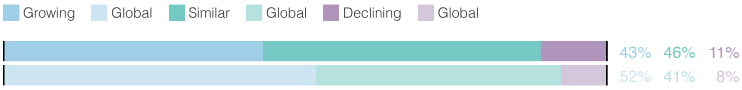


	ECONOMY	GLOBAL
Skills gaps in the labour market	65%	63%
Organization culture and resistance to change	47%	46%
Inability to attract talent to the industry	40%	37%
Lack of adequate data and technical infrastructure	36%	32%
Insufficient understanding of opportunities	32%	25%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

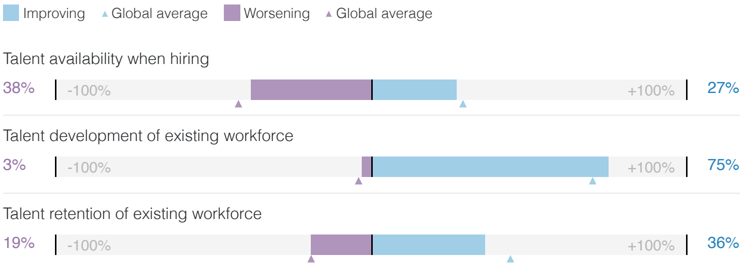


43%	46%	11%
52%	41%	8%

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



Talent availability when hiring	38%	27%
Talent development of existing workforce	3%	75%
Talent retention of existing workforce	19%	36%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

67 | Global 51

Run comprehensive DEI training for managers and staff

60 | Global 42

Set DEI goals, targets or quotas

56 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

86 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

72 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

66 | Global 49

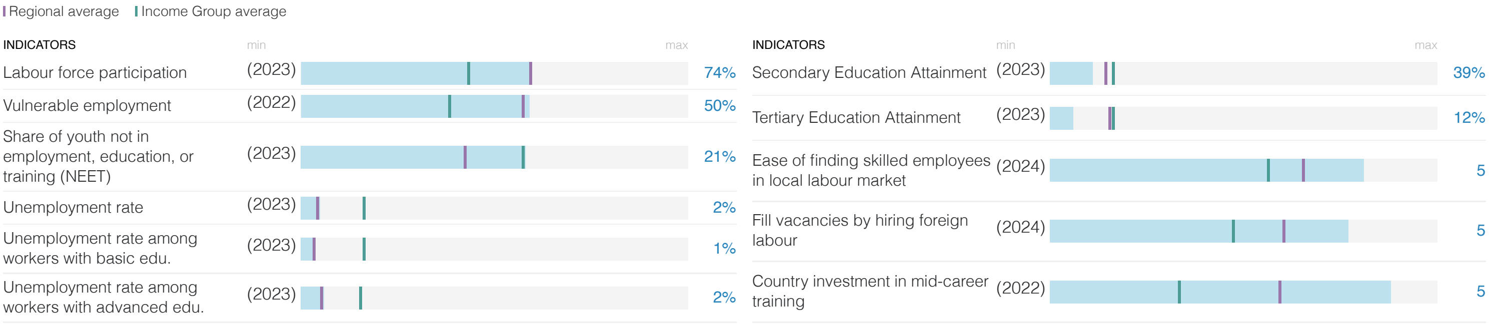
Re-orienting your organization to target new business opportunities created by AI

Indonesia

Working Age Population (Millions)

167.6

Contextual indicators



INDICATORS		
Labour force participation	(2023)	74%
Vulnerable employment	(2022)	50%
Share of youth not in employment, education, or training (NEET)	(2023)	21%
Unemployment rate	(2023)	2%
Unemployment rate among workers with basic edu.	(2023)	1%
Unemployment rate among workers with advanced edu.	(2023)	2%

INDICATORS		
Secondary Education Attainment	(2023)	39%
Tertiary Education Attainment	(2023)	12%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

14% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

94% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

90% | Global 88%

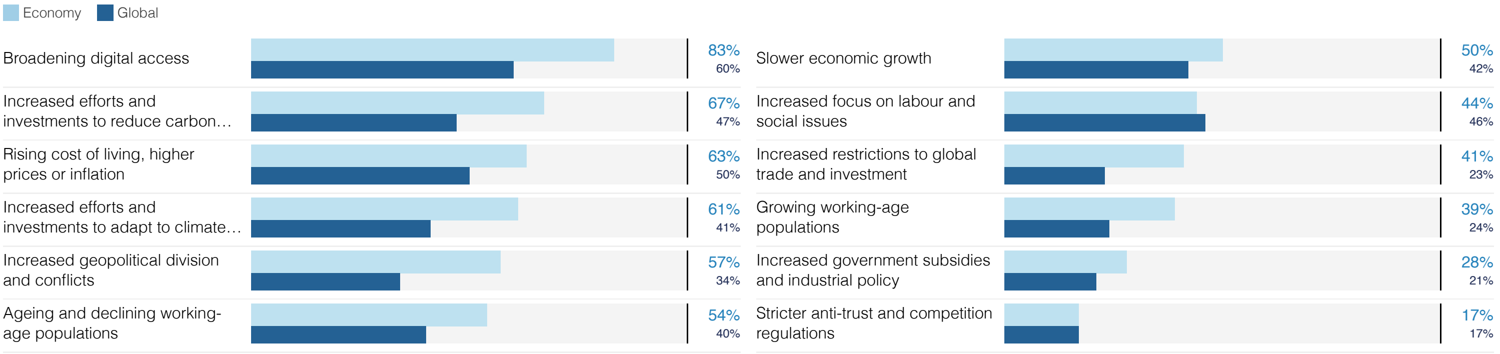
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

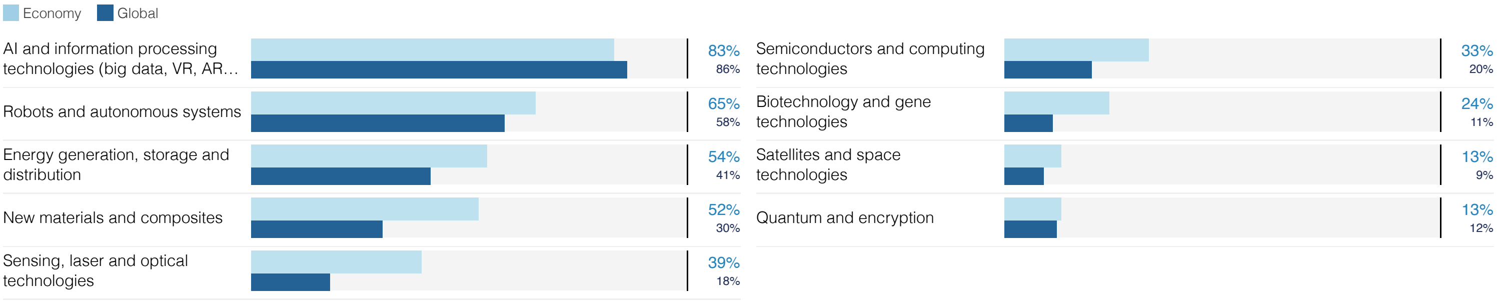


	Economy	Global
Broadening digital access	83%	60%
Increased efforts and investments to reduce carbon…	67%	47%
Rising cost of living, higher prices or inflation	63%	50%
Increased efforts and investments to adapt to climate…	61%	41%
Increased geopolitical division and conflicts	57%	34%
Ageing and declining working-age populations	54%	40%
Slower economic growth	50%	42%
Increased focus on labour and social issues	44%	46%
Increased restrictions to global trade and investment	41%	23%
Growing working-age populations	39%	24%
Increased government subsidies and industrial policy	28%	21%
Stricter anti-trust and competition regulations	17%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

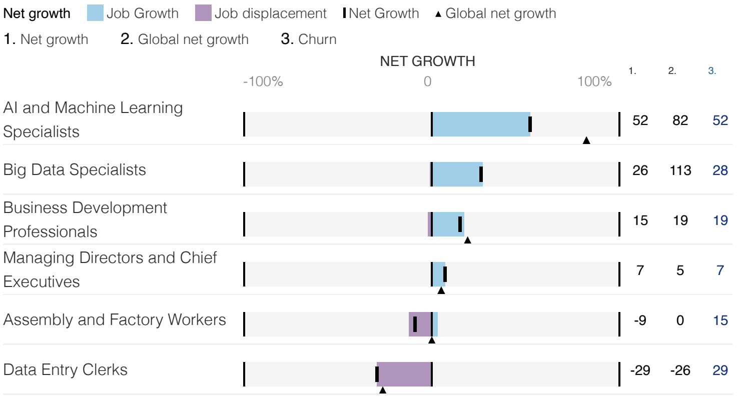


	Economy	Global
AI and information processing technologies (big data, VR, AR…	83%	86%
Robots and autonomous systems	65%	58%
Energy generation, storage and distribution	54%	41%
New materials and composites	52%	30%
Sensing, laser and optical technologies	39%	18%
Semiconductors and computing technologies	33%	20%
Biotechnology and gene technologies	24%	11%
Satellites and space technologies	13%	9%
Quantum and encryption	13%	12%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



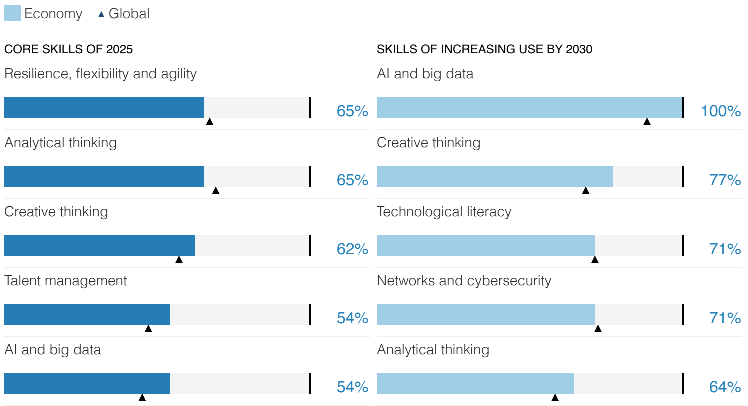
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	52	82	52
Big Data Specialists	26	113	28
Business Development Professionals	15	19	19
Managing Directors and Chief Executives	7	5	7
Assembly and Factory Workers	-9	0	15
Data Entry Clerks	-29	-26	29

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Resilience, flexibility and agility	65%
Analytical thinking	65%
Creative thinking	62%
Talent management	54%
AI and big data	54%

SKILLS OF INCREASING USE BY 2030	
AI and big data	100%
Creative thinking	77%
Technological literacy	71%
Networks and cybersecurity	71%
Analytical thinking	64%

Indonesia

Working Age Population (Millions)

167.6

Upskilling and reskilling outlook

36 | Global 41

Would not need training by 2030

30 | Global 29

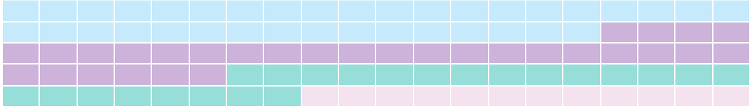
Would be upskilled in their current role

22 | Global 19

Would be upskilled and redeployed

13 | Global 11

Would be unlikely to upskill



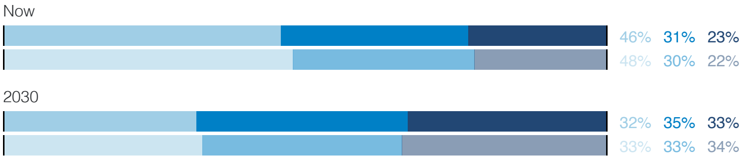
Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

Human Global Combination Global Technology Global

ALL TASKS

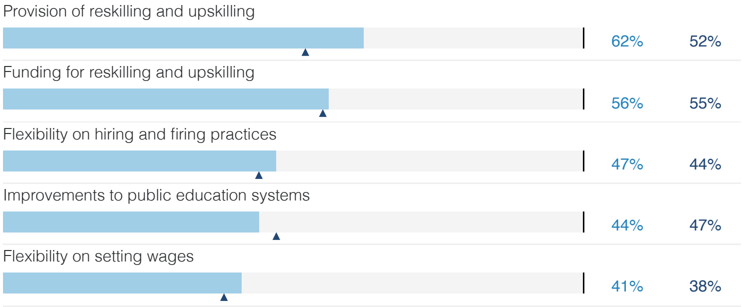


Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

Economy ▲ Global



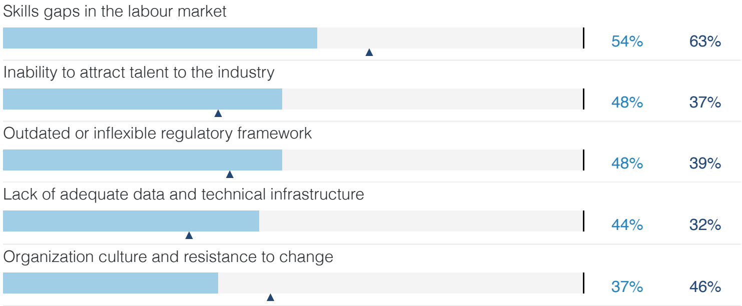
	ECONOMY	GLOBAL
Provision of reskilling and upskilling	62%	52%
Funding for reskilling and upskilling	56%	55%
Flexibility on hiring and firing practices	47%	44%
Improvements to public education systems	44%	47%
Flexibility on setting wages	41%	38%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

Economy ▲ Global



	ECONOMY	GLOBAL
Skills gaps in the labour market	54%	63%
Inability to attract talent to the industry	48%	37%
Outdated or inflexible regulatory framework	48%	39%
Lack of adequate data and technical infrastructure	44%	32%
Organization culture and resistance to change	37%	46%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

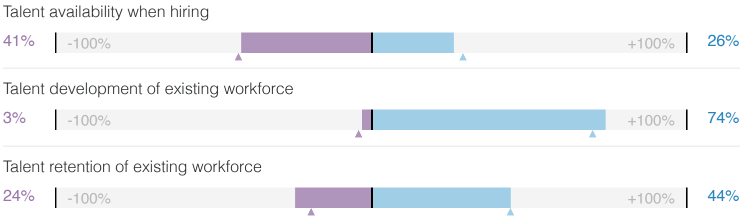
Growing Global Similar Global Declining Global

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

Improving ▲ Global average Worsening ▲ Global average



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

62 | Global 48

Targeted recruitment, retention and progression initiatives

56 | Global 42

Set DEI goals, targets or quotas

53 | Global 51

Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

94 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

74 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

65 | Global 62

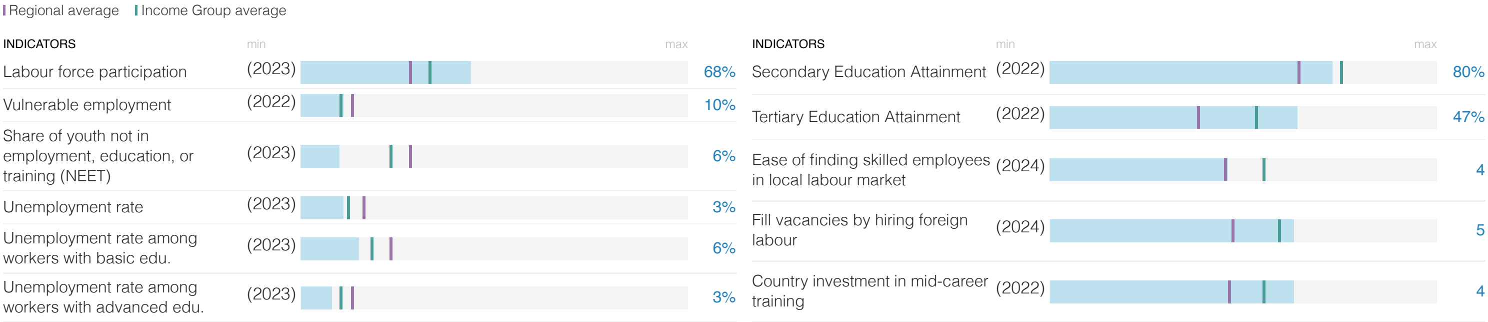
Hiring new people with skills to better work alongside AI

Ireland

Working Age Population (Millions)

3.6

Contextual indicators



Regional average | Income Group average

INDICATORS		
Labour force participation	(2023)	68%
Vulnerable employment	(2022)	10%
Share of youth not in employment, education, or training (NEET)	(2023)	6%
Unemployment rate	(2023)	3%
Unemployment rate among workers with basic edu.	(2023)	6%
Unemployment rate among workers with advanced edu.	(2023)	3%

INDICATORS		
Secondary Education Attainment	(2022)	80%
Tertiary Education Attainment	(2022)	47%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

10% | Global 22%

Labour-market churn
Five-year structural labour-force churn

37% | Global 39%

Skill disruption
Shares of core skills which will change

87% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

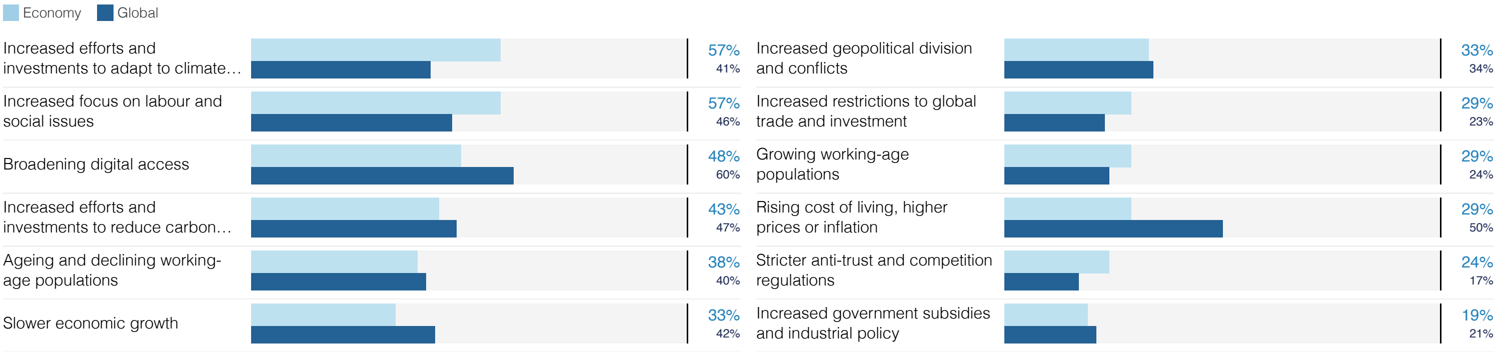
93% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



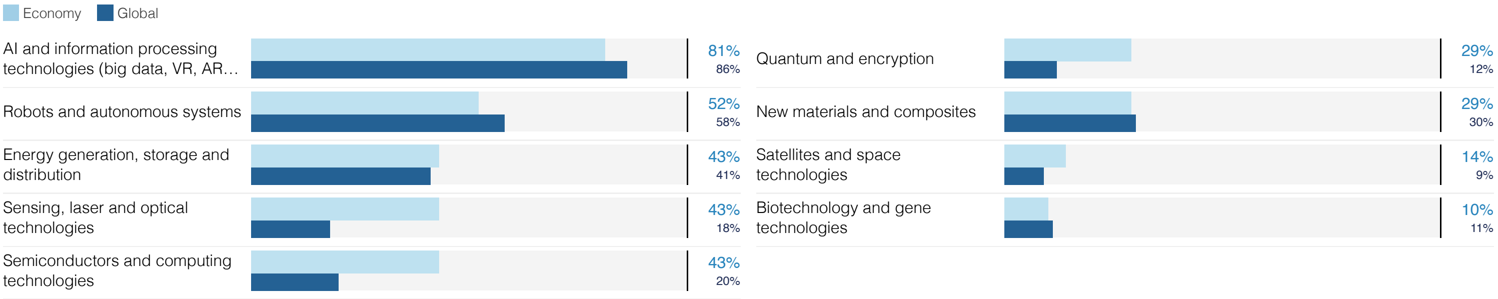
🟦 Economy 🟦 Global

Increased efforts and investments to adapt to climate…	57%	41%
Increased focus on labour and social issues	57%	46%
Broadening digital access	48%	60%
Increased efforts and investments to reduce carbon…	43%	47%
Ageing and declining working-age populations	38%	40%
Slower economic growth	33%	42%
Increased geopolitical division and conflicts	33%	34%
Increased restrictions to global trade and investment	29%	23%
Growing working-age populations	29%	24%
Rising cost of living, higher prices or inflation	29%	50%
Stricter anti-trust and competition regulations	24%	17%
Increased government subsidies and industrial policy	19%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation



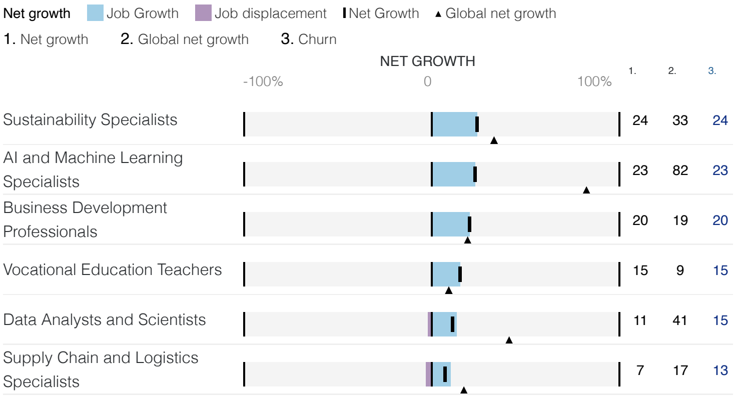
🟦 Economy 🟦 Global

AI and information processing technologies (big data, VR, AR…	81%	86%
Robots and autonomous systems	52%	58%
Energy generation, storage and distribution	43%	41%
Sensing, laser and optical technologies	43%	18%
Semiconductors and computing technologies	43%	20%
Quantum and encryption	29%	12%
New materials and composites	29%	30%
Satellites and space technologies	14%	9%
Biotechnology and gene technologies	10%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Net growth 🟦 Job Growth 🟪 Job displacement ▎Net Growth ▲ Global net growth

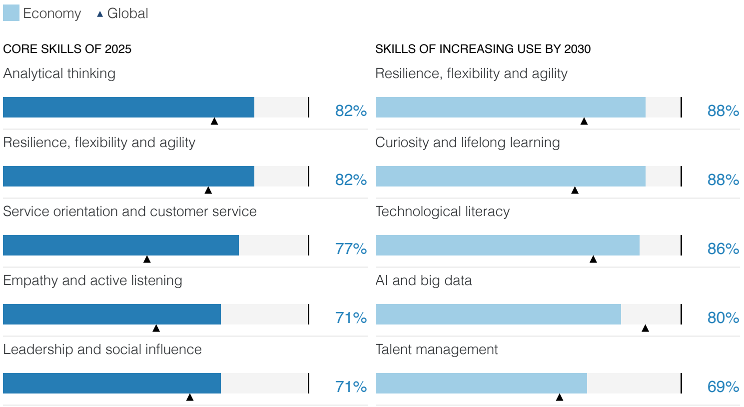
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Sustainability Specialists	24	33	24
AI and Machine Learning Specialists	23	82	23
Business Development Professionals	20	19	20
Vocational Education Teachers	15	9	15
Data Analysts and Scientists	11	41	15
Supply Chain and Logistics Specialists	7	17	13

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



🟦 Economy ▲ Global

CORE SKILLS OF 2025	
Analytical thinking	82%
Resilience, flexibility and agility	82%
Service orientation and customer service	77%
Empathy and active listening	71%
Leadership and social influence	71%

SKILLS OF INCREASING USE BY 2030	
Resilience, flexibility and agility	88%
Curiosity and lifelong learning	88%
Technological literacy	86%
AI and big data	80%
Talent management	69%

Ireland

Working Age Population (Millions)

3.6

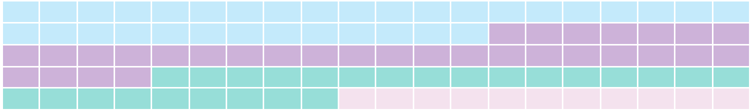
Upskilling and reskilling outlook

33 | Global 41
Would not need training by 2030

31 | Global 29
Would be upskilled in their current role

25 | Global 19
Would be upskilled and redeployed

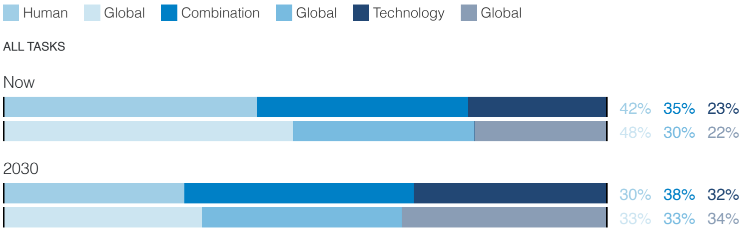
10 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

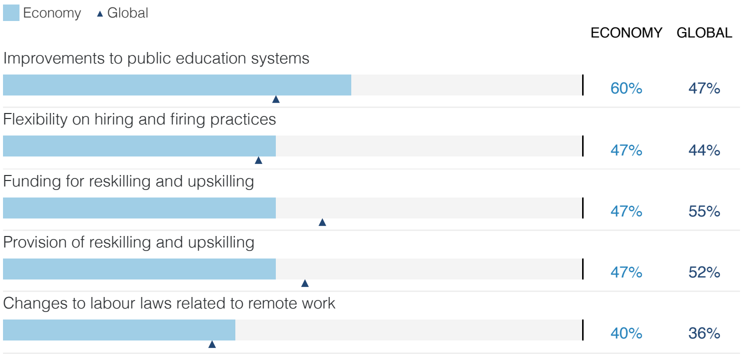
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

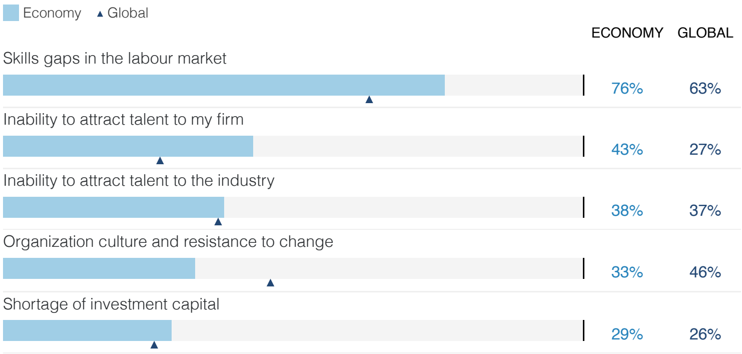
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

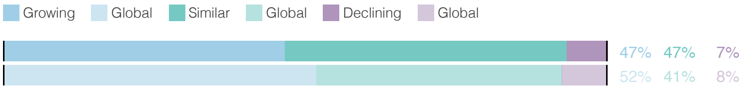
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

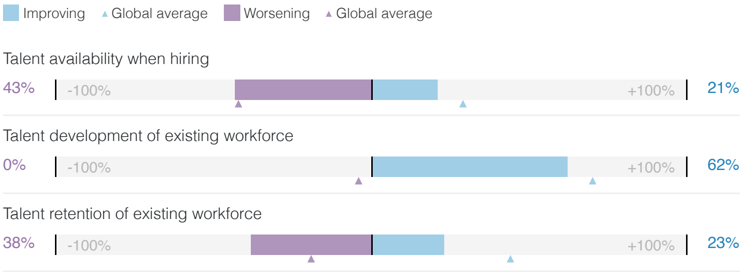
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

73 | Global 39
Pay equity reviews and salary audits

60 | Global 51
Run comprehensive DEI training for managers and staff

53 | Global 33
Anti-harrasment protocols

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

86 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

71 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

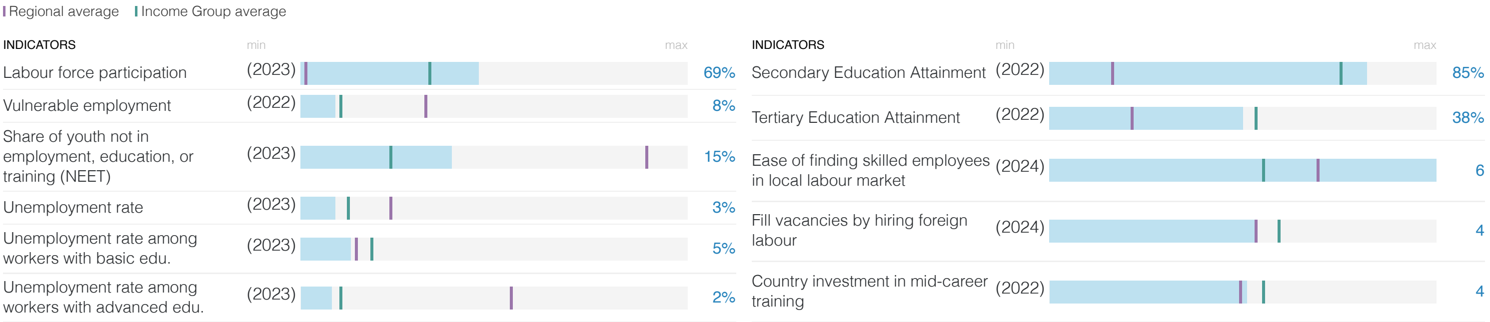
71 | Global 49
Re-orienting your organization to target new business opportunities created by AI

Israel

Working Age Population (Millions)

5.5

Contextual indicators



Jobs and Skills outlook

20% | Global 22%

Labour-market churn

Five-year structural labour-force churn

43% | Global 39%

Skill disruption

Shares of core skills which will change

86% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

96% | Global 88%

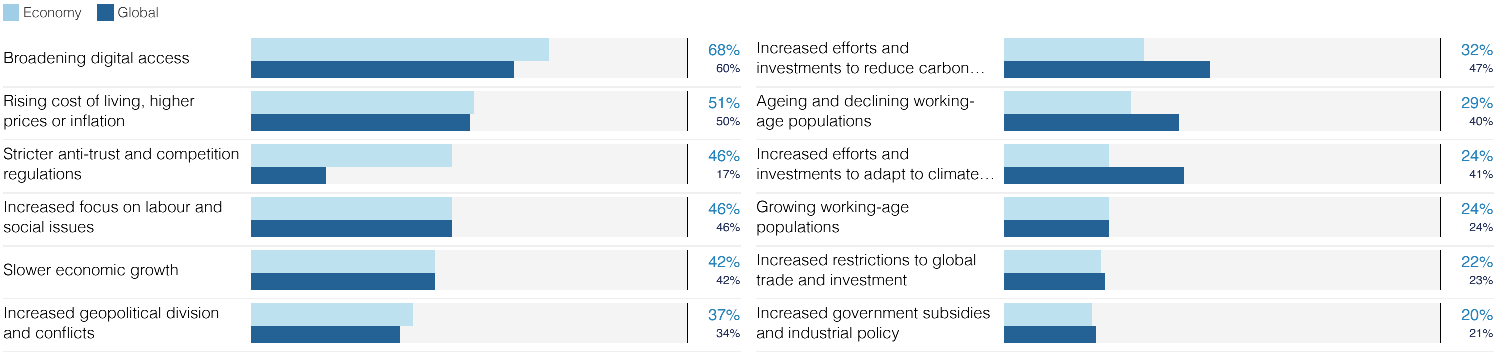
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

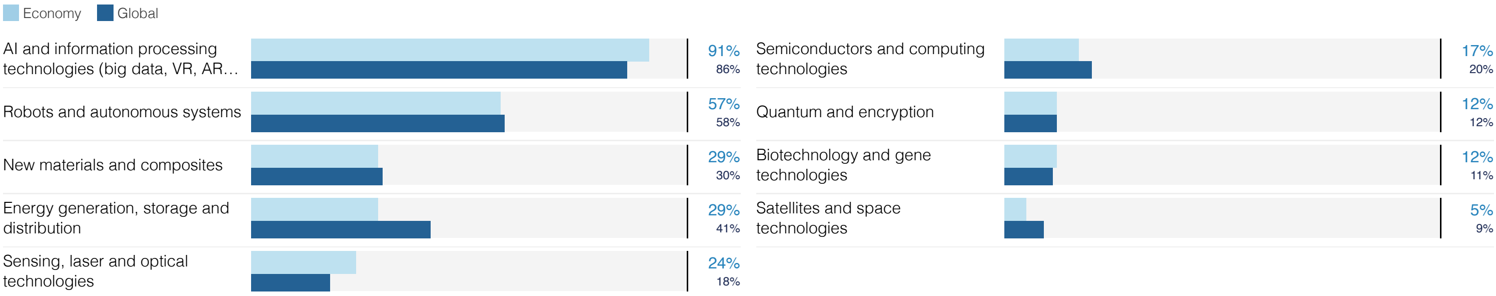
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

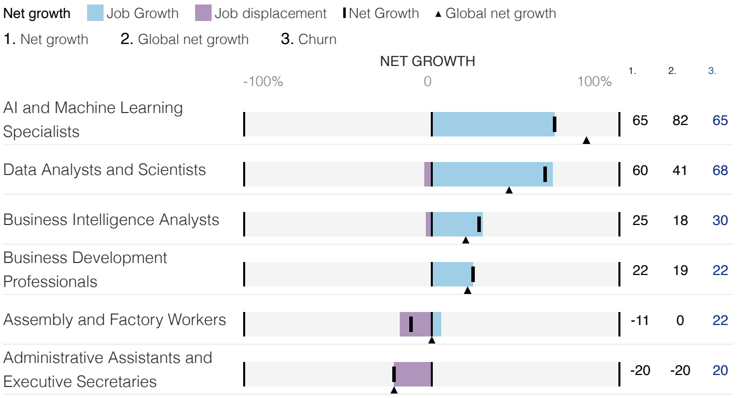
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

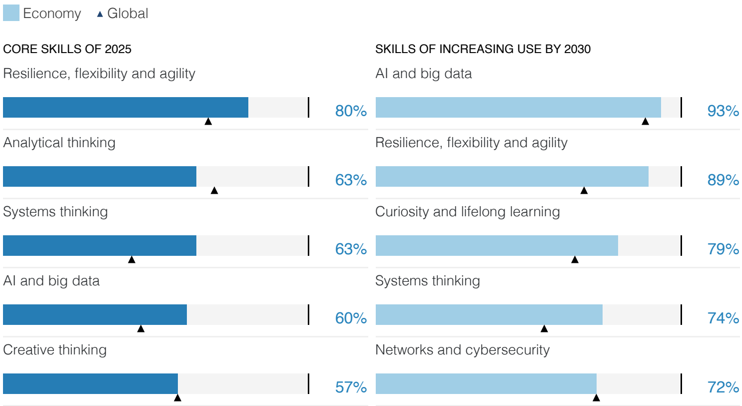
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Israel

Working Age Population (Millions)

5.5

Upskilling and reskilling outlook

44 | Global 41

Would not need training by 2030

26 | Global 29

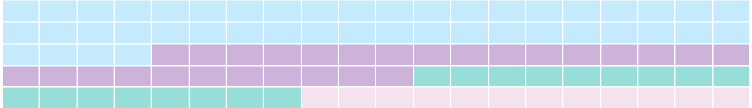
Would be upskilled in their current role

17 | Global 19

Would be upskilled and redeployed

12 | Global 11

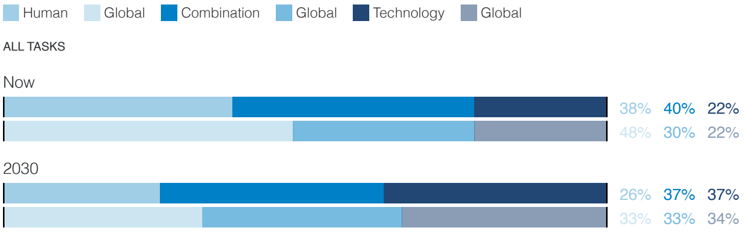
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

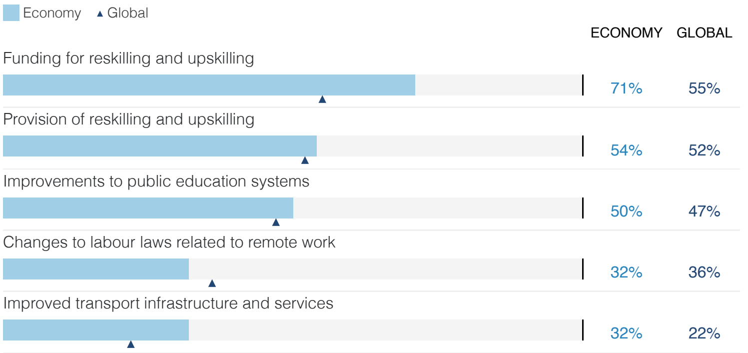
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

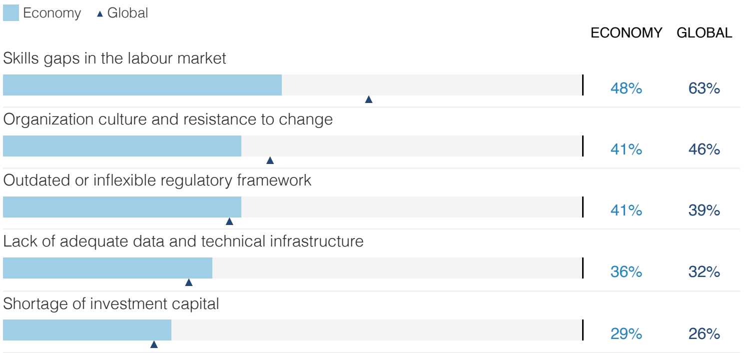


	ECONOMY	GLOBAL
Funding for reskilling and upskilling	71%	55%
Provision of reskilling and upskilling	54%	52%
Improvements to public education systems	50%	47%
Changes to labour laws related to remote work	32%	36%
Improved transport infrastructure and services	32%	22%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

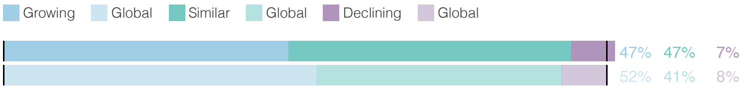


	ECONOMY	GLOBAL
Skills gaps in the labour market	48%	63%
Organization culture and resistance to change	41%	46%
Outdated or inflexible regulatory framework	41%	39%
Lack of adequate data and technical infrastructure	36%	32%
Shortage of investment capital	29%	26%

Wage outlook

Wage trends

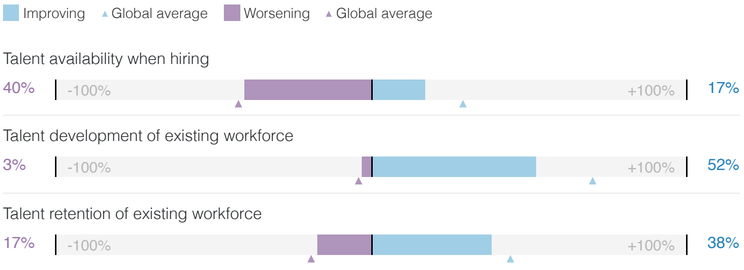
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

66 | Global 48

Targeted recruitment, retention and progression initiatives

59 | Global 51

Run comprehensive DEI training for managers and staff

48 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

96 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

80 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

80 | Global 49

Re-orienting your organization to target new business opportunities created by AI

Economy Profile

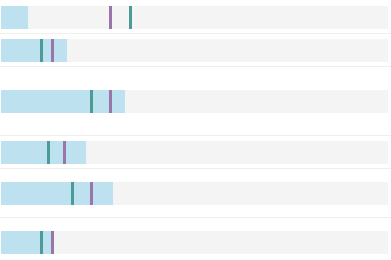
Working Age Population (Millions)

Italy

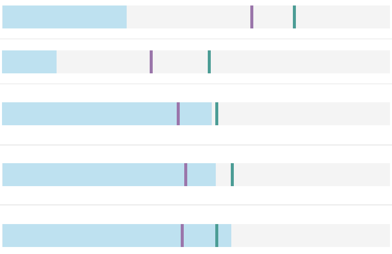
45.4

Contextual indicators

| Regional average | | Income Group average



INDICATORS		
Labour force participation	(2023)	53%
Vulnerable employment	(2022)	15%
Share of youth not in employment, education, or training (NEET)	(2023)	13%
Unemployment rate	(2023)	7%
Unemployment rate among workers with basic edu.	(2023)	10%
Unemployment rate among workers with advanced edu.	(2023)	4%



INDICATORS		
Secondary Education Attainment	(2022)	53%
Tertiary Education Attainment	(2022)	17%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

18% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

88% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

96% | Global 88%

AI exposure

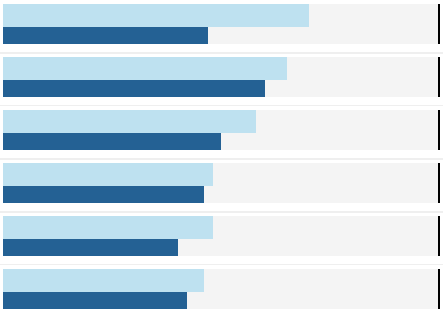
Share of organizations running AI programmes

Trend outlook

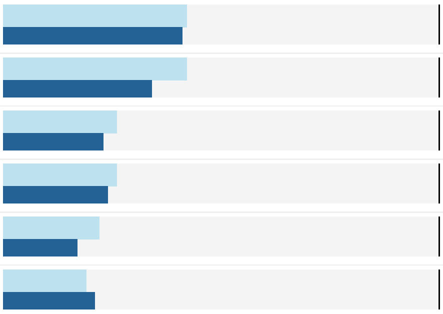
Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

🟦 Economy 🟦 Global



Increased efforts and investments to reduce carbon…	70%	47%
Broadening digital access	65%	60%
Rising cost of living, higher prices or inflation	58%	50%
Increased focus on labour and social issues	48%	46%
Ageing and declining working-age populations	48%	40%
Slower economic growth	46%	42%



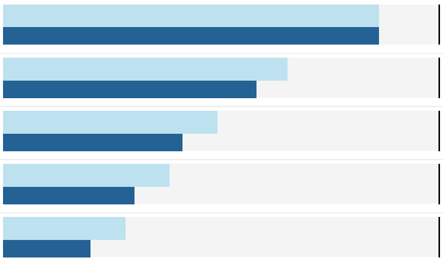
Increased efforts and investments to adapt to climate…	42%	41%
Increased geopolitical division and conflicts	42%	34%
Increased restrictions to global trade and investment	26%	23%
Growing working-age populations	26%	24%
Stricter anti-trust and competition regulations	22%	17%
Increased government subsidies and industrial policy	19%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

🟦 Economy 🟦 Global



AI and information processing technologies (big data, VR, AR…	86%	86%
Robots and autonomous systems	65%	58%
Energy generation, storage and distribution	49%	41%
New materials and composites	38%	30%
Semiconductors and computing technologies	28%	20%

Sensing, laser and optical technologies	22%	18%
Quantum and encryption	18%	12%
Satellites and space technologies	11%	9%
Biotechnology and gene technologies	10%	11%

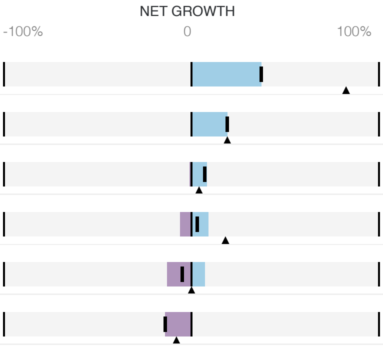
Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth 🟦 Job Growth 🟪 Job displacement | Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn



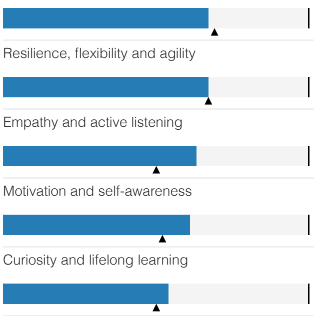
	1.	2.	3.
AI and Machine Learning Specialists	37	82	37
Business Development Professionals	19	19	19
General and Operations Managers	7	4	9
Business Intelligence Analysts	3	18	16
Assembly and Factory Workers	-5	0	20
Accountants and Auditors	-14	-8	14

Skill outlook

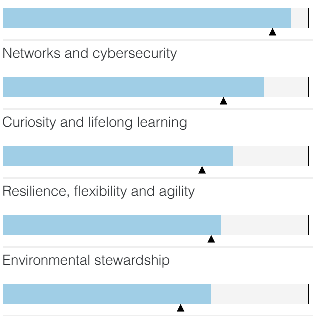
Skills of increasing use by 2030

Skills of the most increase in use by 2030

🟦 Economy ▲ Global



CORE SKILLS OF 2025	
Analytical thinking	67%
Resilience, flexibility and agility	67%
Empathy and active listening	63%
Motivation and self-awareness	61%
Curiosity and lifelong learning	54%



SKILLS OF INCREASING USE BY 2030	
AI and big data	94%
Networks and cybersecurity	85%
Curiosity and lifelong learning	75%
Resilience, flexibility and agility	71%
Environmental stewardship	68%

Italy

Working Age Population (Millions)

45.4

Upskilling and reskilling outlook

39 | Global 41

Would not need training by 2030

27 | Global 29

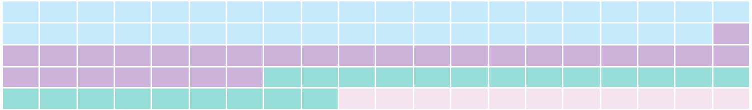
Would be upskilled in their current role

22 | Global 19

Would be upskilled and redeployed

11 | Global 11

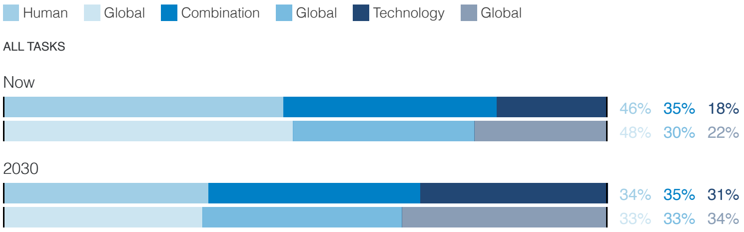
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

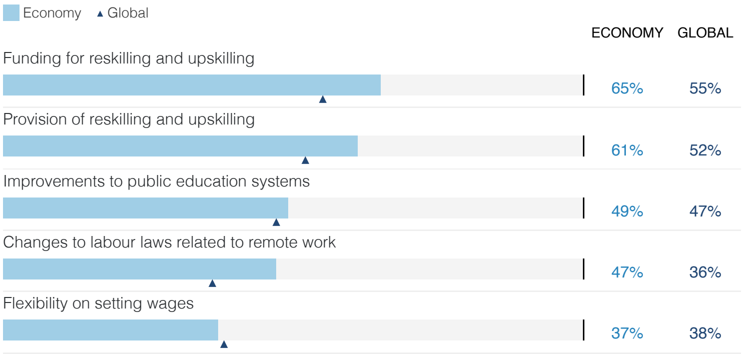
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

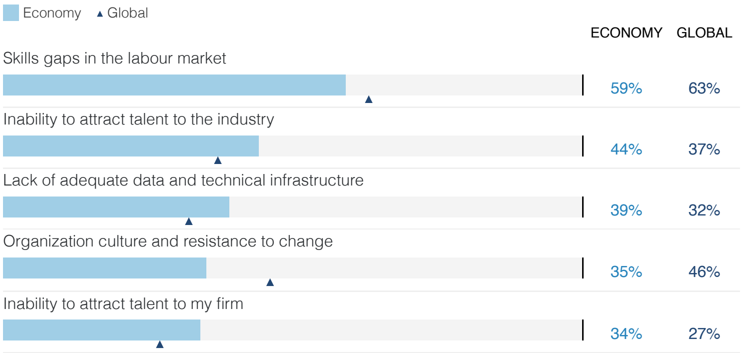
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

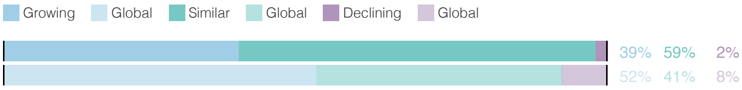
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

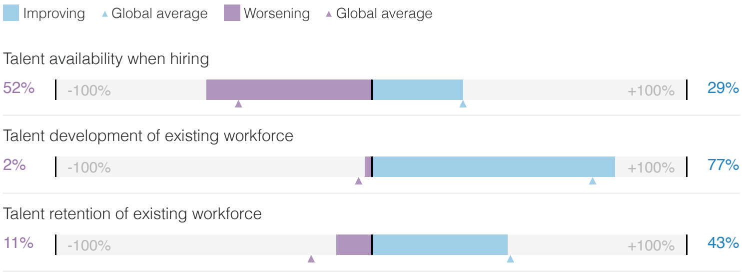
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

57 | Global 51

Run comprehensive DEI training for managers and staff

53 | Global 48

Targeted recruitment, retention and progression initiatives

47 | Global 33

Anti-harrasment protocols

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

83 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

75 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

66 | Global 62

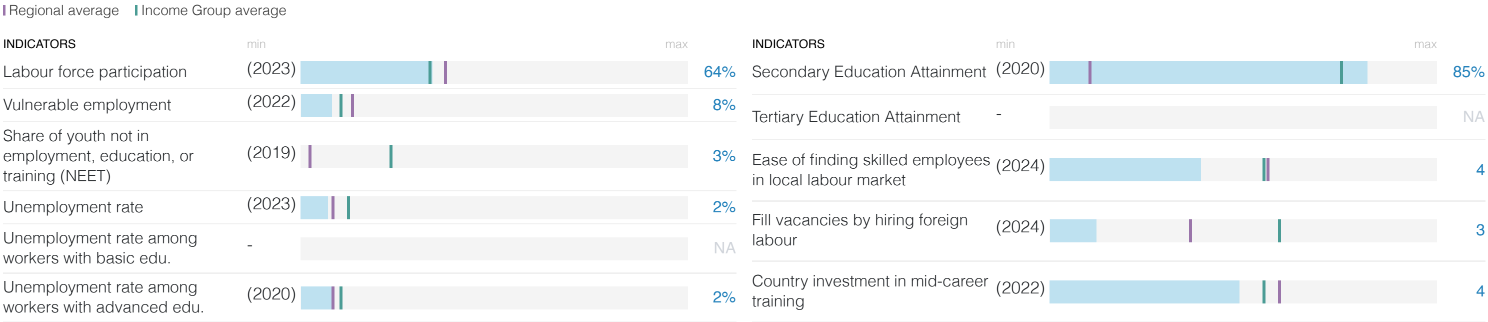
Hiring new people with skills to better work alongside AI

Japan

Working Age Population (Millions)

98.4

Contextual indicators



INDICATORS		
Labour force participation	(2023)	64%
Vulnerable employment	(2022)	8%
Share of youth not in employment, education, or training (NEET)	(2019)	3%
Unemployment rate	(2023)	2%
Unemployment rate among workers with basic edu.	-	NA
Unemployment rate among workers with advanced edu.	(2020)	2%

INDICATORS		
Secondary Education Attainment	(2020)	85%
Tertiary Education Attainment	-	NA
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	3
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

22% | Global 22%

Labour-market churn

Five-year structural labour-force churn

34% | Global 39%

Skill disruption

Shares of core skills which will change

96% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

90% | Global 88%

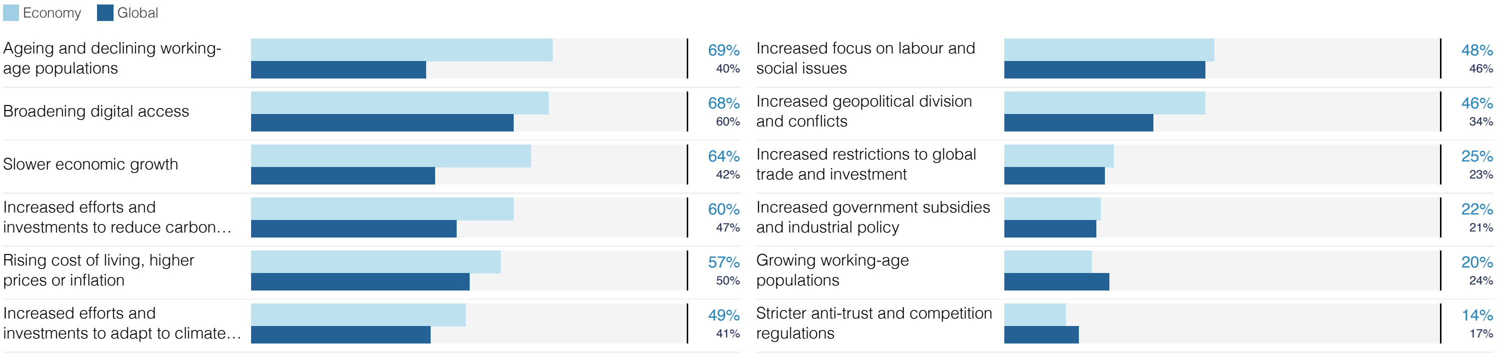
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

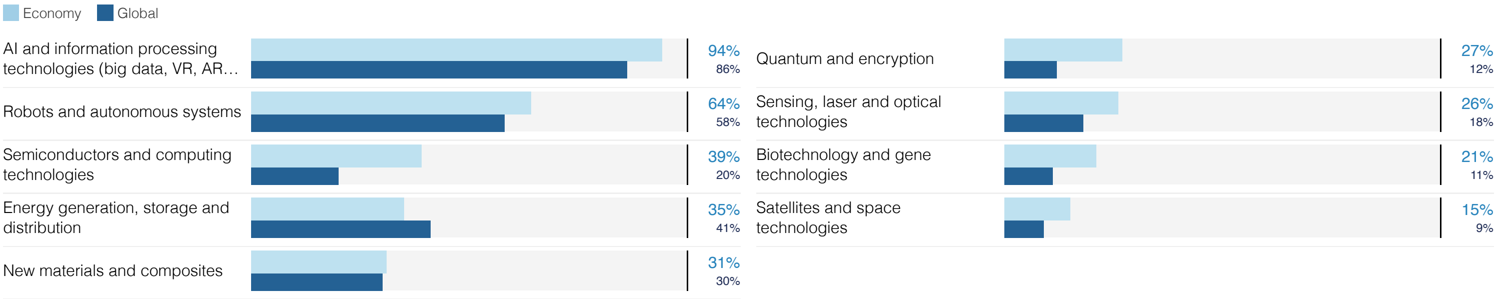


	Economy	Global
Ageing and declining working-age populations	69%	40%
Broadening digital access	68%	60%
Slower economic growth	64%	42%
Increased efforts and investments to reduce carbon…	60%	47%
Rising cost of living, higher prices or inflation	57%	50%
Increased efforts and investments to adapt to climate…	49%	41%
Increased focus on labour and social issues	48%	46%
Increased geopolitical division and conflicts	46%	34%
Increased restrictions to global trade and investment	25%	23%
Increased government subsidies and industrial policy	22%	21%
Growing working-age populations	20%	24%
Stricter anti-trust and competition regulations	14%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

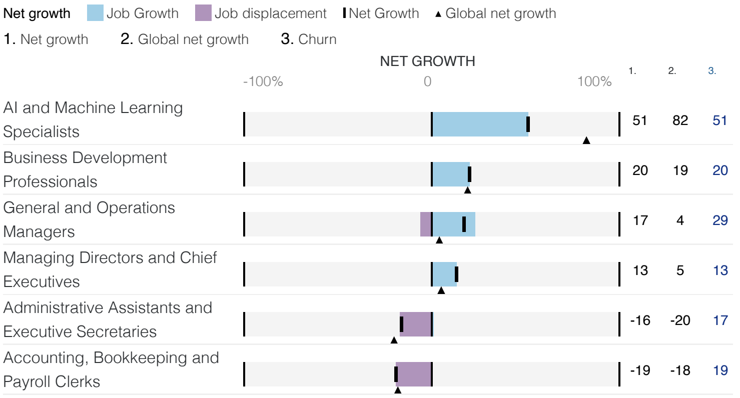


	Economy	Global
AI and information processing technologies (big data, VR, AR…	94%	86%
Robots and autonomous systems	64%	58%
Semiconductors and computing technologies	39%	20%
Energy generation, storage and distribution	35%	41%
New materials and composites	31%	30%
Quantum and encryption	27%	12%
Sensing, laser and optical technologies	26%	18%
Biotechnology and gene technologies	21%	11%
Satellites and space technologies	15%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



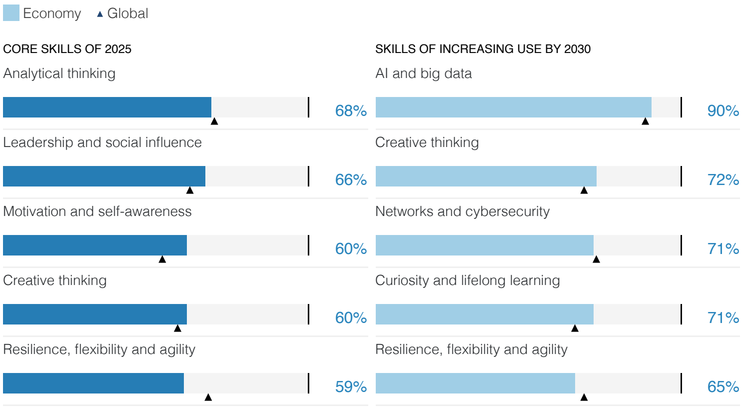
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	51	82	51
Business Development Professionals	20	19	20
General and Operations Managers	17	4	29
Managing Directors and Chief Executives	13	5	13
Administrative Assistants and Executive Secretaries	-16	-20	17
Accounting, Bookkeeping and Payroll Clerks	-19	-18	19

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	68%
Leadership and social influence	66%
Motivation and self-awareness	60%
Creative thinking	60%
Resilience, flexibility and agility	59%

SKILLS OF INCREASING USE BY 2030	
AI and big data	90%
Creative thinking	72%
Networks and cybersecurity	71%
Curiosity and lifelong learning	71%
Resilience, flexibility and agility	65%

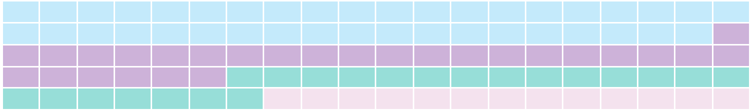
Working Age Population (Millions)

Japan

98.4

Upskilling and reskilling outlook

39	Global 41	Would not need training by 2030
27	Global 29	Would be upskilled in their current role
21	Global 19	Would be upskilled and redeployed
13	Global 11	Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

Human · Global · Combination · Global · Technology · Global

ALL TASKS

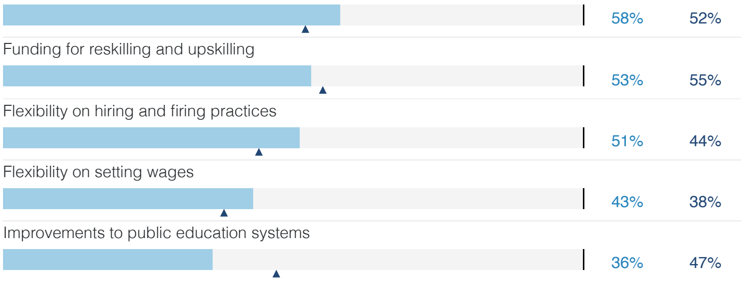
	Human	Combination	Technology
Now	48%	33%	20%
Now – Global	48%	30%	22%
2030	33%	38%	29%
2030 – Global	33%	33%	34%

Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

Economy ▲ Global



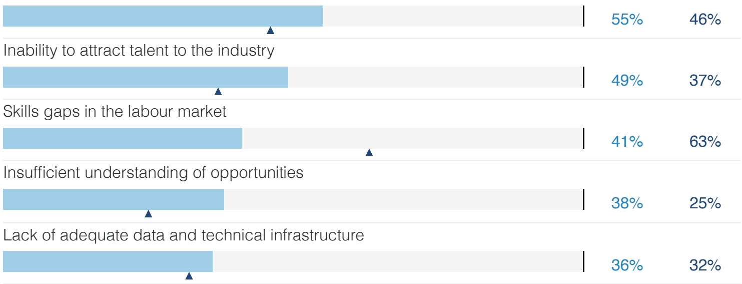
	ECONOMY	GLOBAL
Provision of reskilling and upskilling	58%	52%
Funding for reskilling and upskilling	53%	55%
Flexibility on hiring and firing practices	51%	44%
Flexibility on setting wages	43%	38%
Improvements to public education systems	36%	47%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

Economy ▲ Global



	ECONOMY	GLOBAL
Organization culture and resistance to change	55%	46%
Inability to attract talent to the industry	49%	37%
Skills gaps in the labour market	41%	63%
Insufficient understanding of opportunities	38%	25%
Lack of adequate data and technical infrastructure	36%	32%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

Growing · Global · Similar · Global · Declining · Global

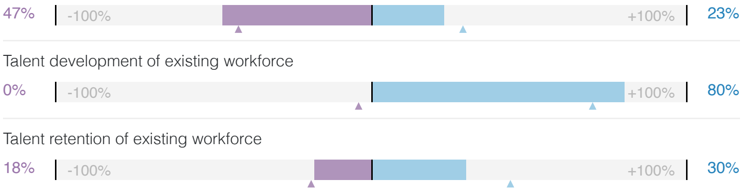
	Growing	Similar	Declining
Economy	46%	50%	4%
Global	52%	41%	8%

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

Improving ▲ Global average · Worsening ▲ Global average



	Worsening	Improving
Talent availability when hiring	47%	23%
Talent development of existing workforce	0%	80%
Talent retention of existing workforce	18%	30%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

65	Global 51	Run comprehensive DEI training for managers and staff
45	Global 42	Set DEI goals, targets or quotas
45	Global 48	Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

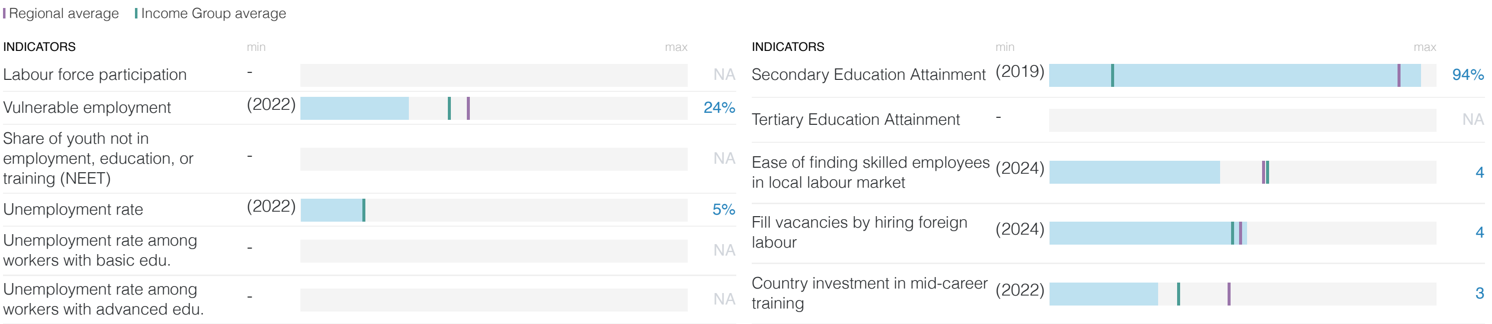
88	Global 77	Reskilling and upskilling your existing workforce to better work alongside AI
68	Global 69	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills
68	Global 62	Hiring new people with skills to better work alongside AI

Kazakhstan

Working Age Population (Millions)

N/A

Contextual indicators



INDICATORS		
Labour force participation	-	NA
Vulnerable employment	(2022)	24%
Share of youth not in employment, education, or training (NEET)	-	NA
Unemployment rate	(2022)	5%
Unemployment rate among workers with basic edu.	-	NA
Unemployment rate among workers with advanced edu.	-	NA

INDICATORS		
Secondary Education Attainment	(2019)	94%
Tertiary Education Attainment	-	NA
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

40% | Global 39%

Skill disruption

Shares of core skills which will change

69% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

63% | Global 88%

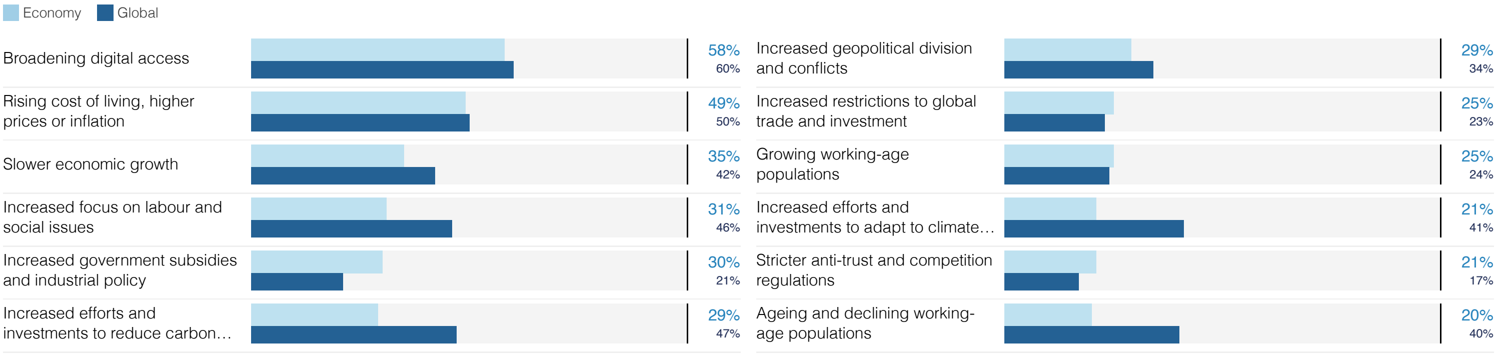
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

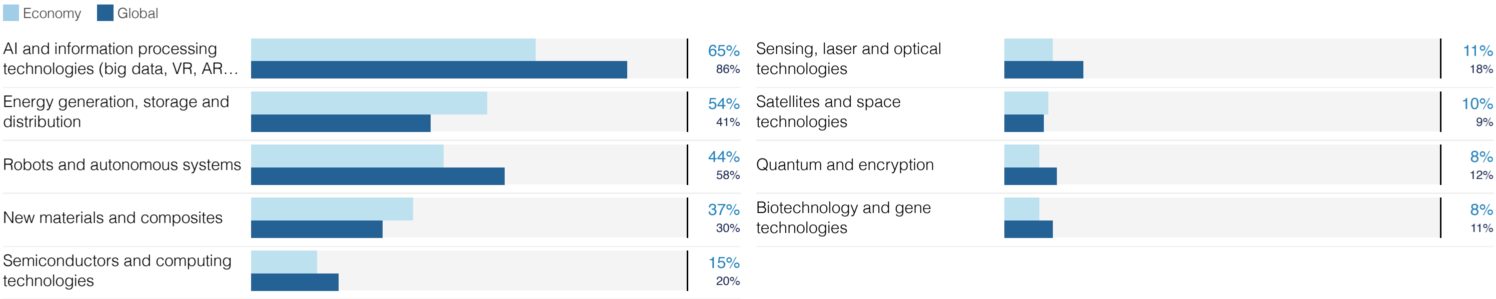


	Economy	Global
Broadening digital access	58%	60%
Rising cost of living, higher prices or inflation	49%	50%
Slower economic growth	35%	42%
Increased focus on labour and social issues	31%	46%
Increased government subsidies and industrial policy	30%	21%
Increased efforts and investments to reduce carbon…	29%	47%
Increased geopolitical division and conflicts	29%	34%
Increased restrictions to global trade and investment	25%	23%
Growing working-age populations	25%	24%
Increased efforts and investments to adapt to climate…	21%	41%
Stricter anti-trust and competition regulations	21%	17%
Ageing and declining working-age populations	20%	40%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

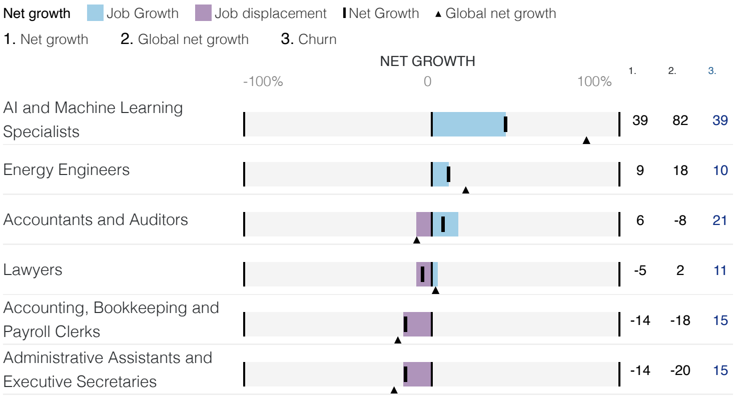


	Economy	Global
AI and information processing technologies (big data, VR, AR…	65%	86%
Energy generation, storage and distribution	54%	41%
Robots and autonomous systems	44%	58%
New materials and composites	37%	30%
Semiconductors and computing technologies	15%	20%
Sensing, laser and optical technologies	11%	18%
Satellites and space technologies	10%	9%
Quantum and encryption	8%	12%
Biotechnology and gene technologies	8%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

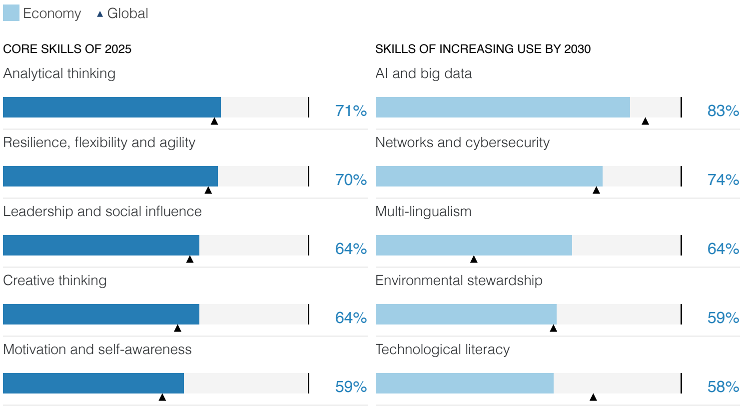


	1.	2.	3.
AI and Machine Learning Specialists	39	82	39
Energy Engineers	9	18	10
Accountants and Auditors	6	-8	21
Lawyers	-5	2	11
Accounting, Bookkeeping and Payroll Clerks	-14	-18	15
Administrative Assistants and Executive Secretaries	-14	-20	15

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	71%
Resilience, flexibility and agility	70%
Leadership and social influence	64%
Creative thinking	64%
Motivation and self-awareness	59%

SKILLS OF INCREASING USE BY 2030	
AI and big data	83%
Networks and cybersecurity	74%
Multi-lingualism	64%
Environmental stewardship	59%
Technological literacy	58%

Working Age Population (Millions)

Kazakhstan

N/A

Upskilling and reskilling outlook

54 | Global 41

Would not need training by 2030

24 | Global 29

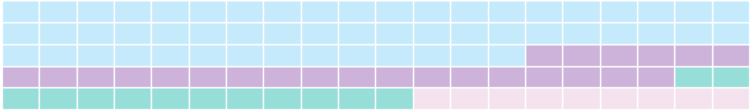
Would be upskilled in their current role

13 | Global 19

Would be upskilled and redeployed

9 | Global 11

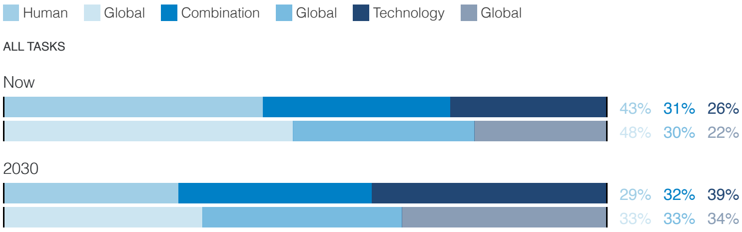
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

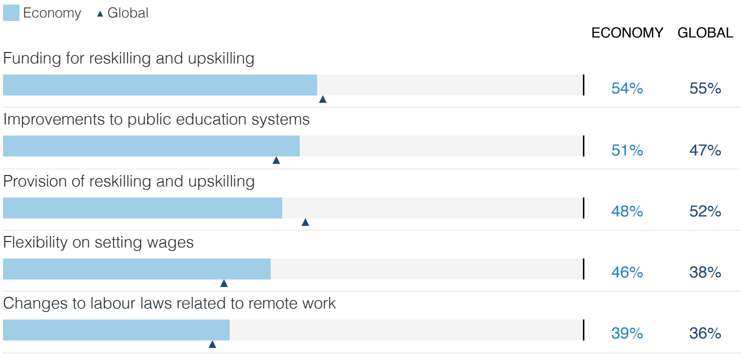
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

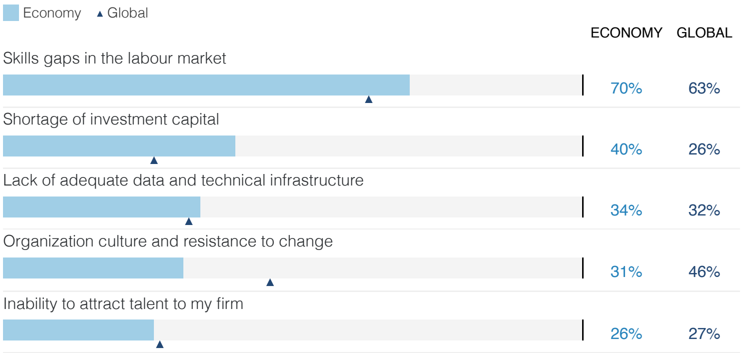
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

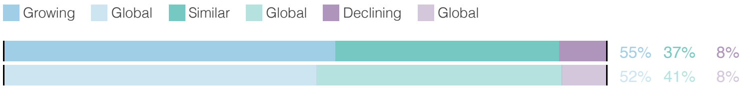
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

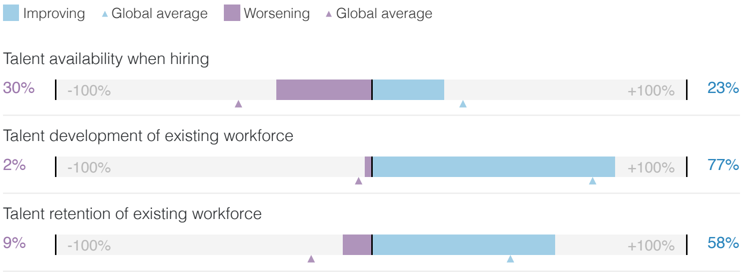
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

43 | Global 48

Targeted recruitment, retention and progression initiatives

40 | Global 39

Pay equity reviews and salary audits

39 | Global 51

Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

57 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

55 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

49 | Global 41

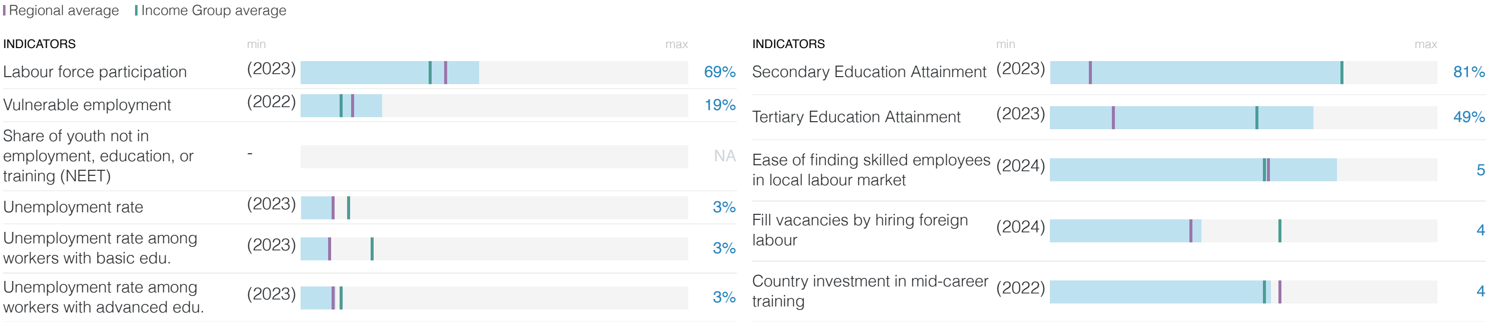
Downsizing workforce where AI can replicate people's work

Korea, Republic of

Working Age Population (Millions)

40.9

Contextual indicators



INDICATORS			
Labour force participation	(2023)	69%
Vulnerable employment	(2022)	19%
Share of youth not in employment, education, or training (NEET)	-	NA
Unemployment rate	(2023)	3%
Unemployment rate among workers with basic edu.	(2023)	3%
Unemployment rate among workers with advanced edu.	(2023)	3%
Secondary Education Attainment	(2023)	81%
Tertiary Education Attainment	(2023)	49%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

17% | Global 22%

Labour-market churn
Five-year structural labour-force churn

38% | Global 39%

Skill disruption
Shares of core skills which will change

100% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

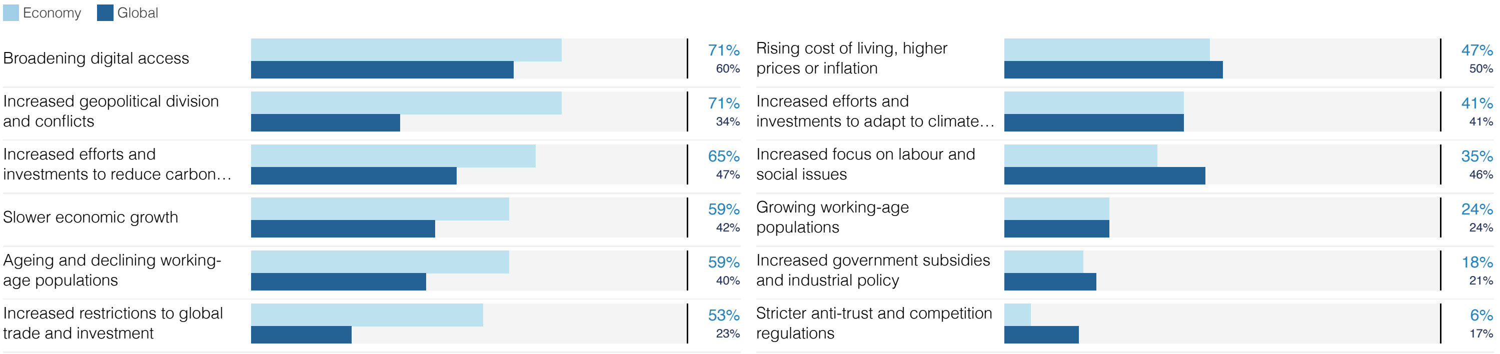
100% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

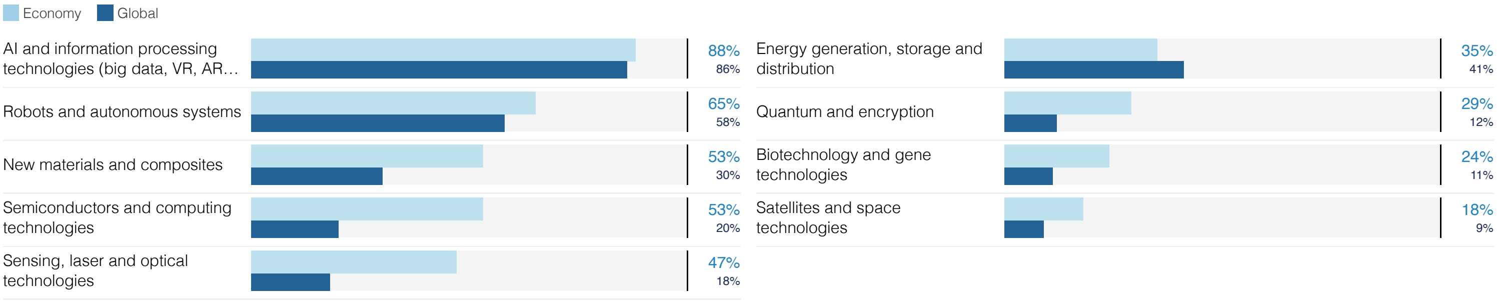


Broadening digital access	71%	60%
Increased geopolitical division and conflicts	71%	34%
Increased efforts and investments to reduce carbon…	65%	47%
Slower economic growth	59%	42%
Ageing and declining working-age populations	59%	40%
Increased restrictions to global trade and investment	53%	23%
Rising cost of living, higher prices or inflation	47%	50%
Increased efforts and investments to adapt to climate…	41%	41%
Increased focus on labour and social issues	35%	46%
Growing working-age populations	24%	24%
Increased government subsidies and industrial policy	18%	21%
Stricter anti-trust and competition regulations	6%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

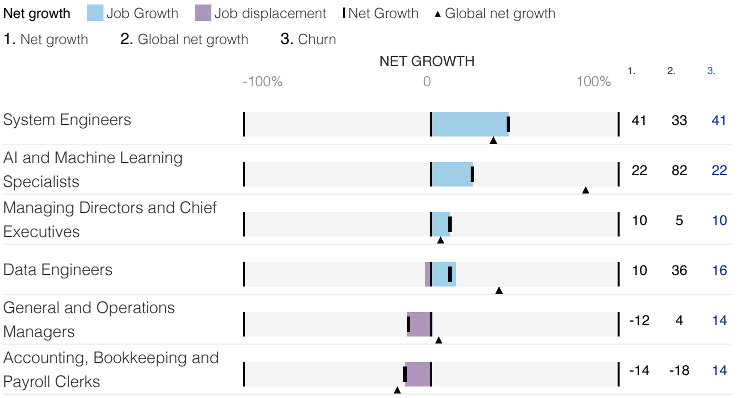


AI and information processing technologies (big data, VR, AR…	88%	86%
Robots and autonomous systems	65%	58%
New materials and composites	53%	30%
Semiconductors and computing technologies	53%	20%
Sensing, laser and optical technologies	47%	18%
Energy generation, storage and distribution	35%	41%
Quantum and encryption	29%	12%
Biotechnology and gene technologies	24%	11%
Satellites and space technologies	18%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



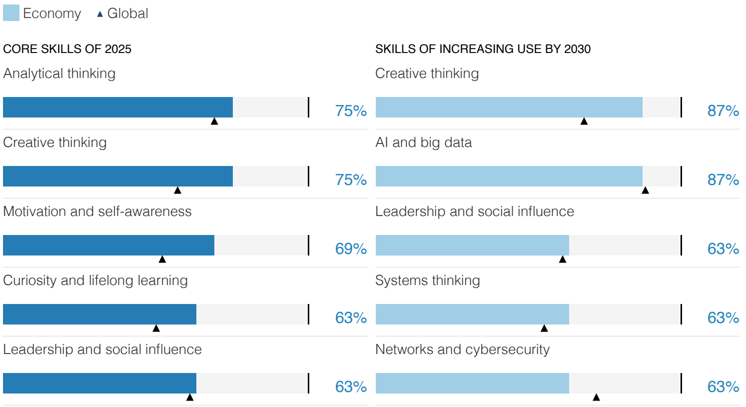
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
System Engineers	41	33	41
AI and Machine Learning Specialists	22	82	22
Managing Directors and Chief Executives	10	5	10
Data Engineers	10	36	16
General and Operations Managers	-12	4	14
Accounting, Bookkeeping and Payroll Clerks	-14	-18	14

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	75%	Creative thinking	87%
Creative thinking	75%	AI and big data	87%
Motivation and self-awareness	69%	Leadership and social influence	63%
Curiosity and lifelong learning	63%	Systems thinking	63%
Leadership and social influence	63%	Networks and cybersecurity	63%

Working Age Population (Millions)

Korea, Republic of

40.9

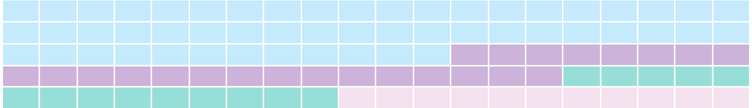
Upskilling and reskilling outlook

52 | Global 41
Would not need training by 2030

23 | Global 29
Would be upskilled in their current role

14 | Global 19
Would be upskilled and redeployed

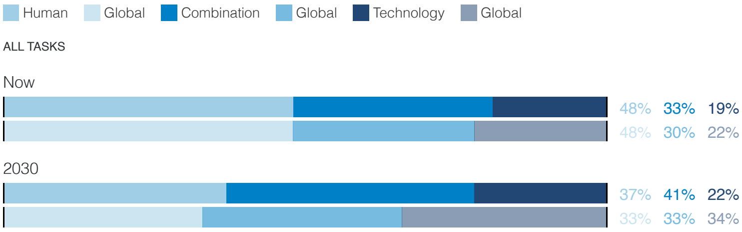
11 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

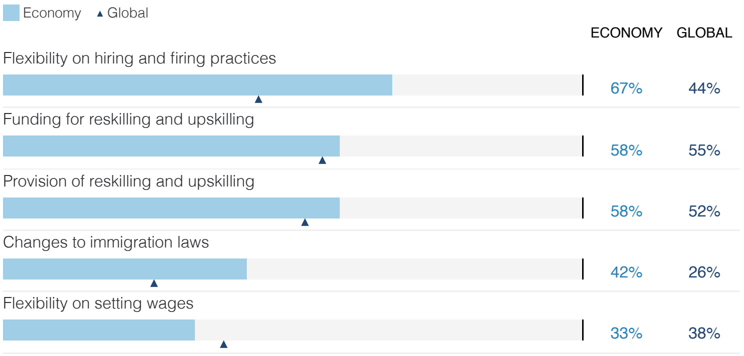
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

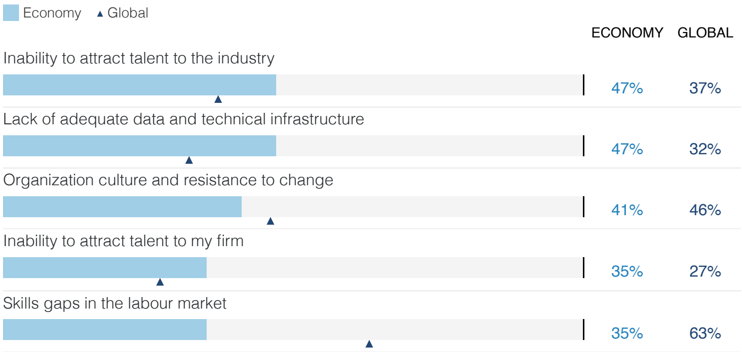
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

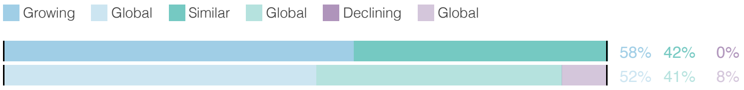
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

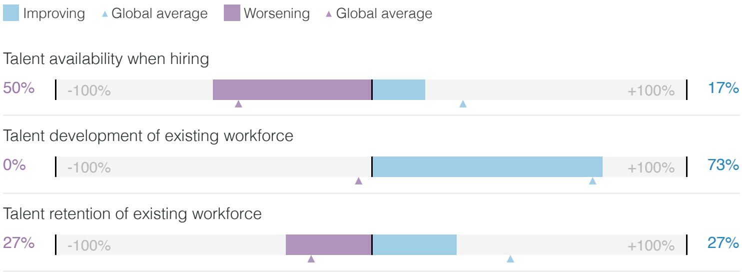
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

75 | Global 51
Run comprehensive DEI training for managers and staff

50 | Global 42
Set DEI goals, targets or quotas

50 | Global 48
Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

100 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

89 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

78 | Global 49
Re-orienting your organization to target new business opportunities created by AI

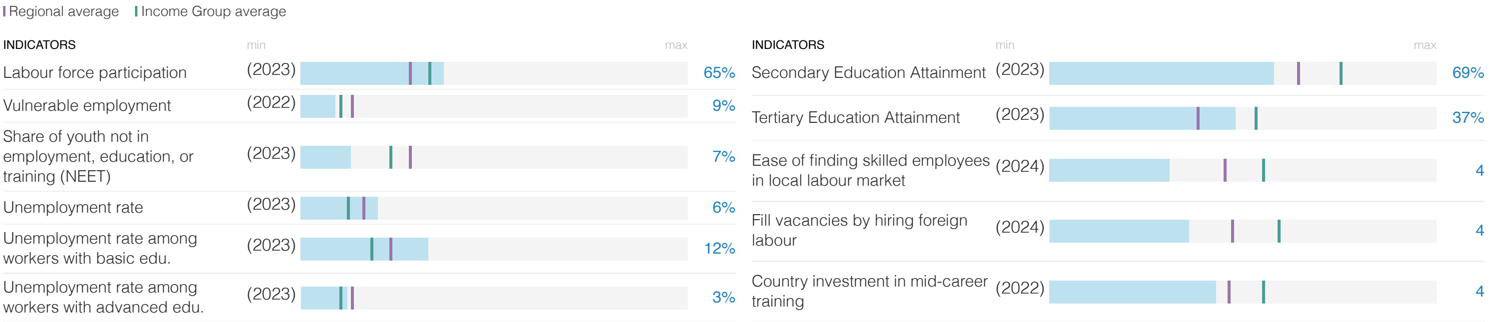
Economy Profile

Working Age Population (Millions)

Latvia

1.4

Contextual indicators



Jobs and Skills outlook

13% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

87% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

92% | Global 88%

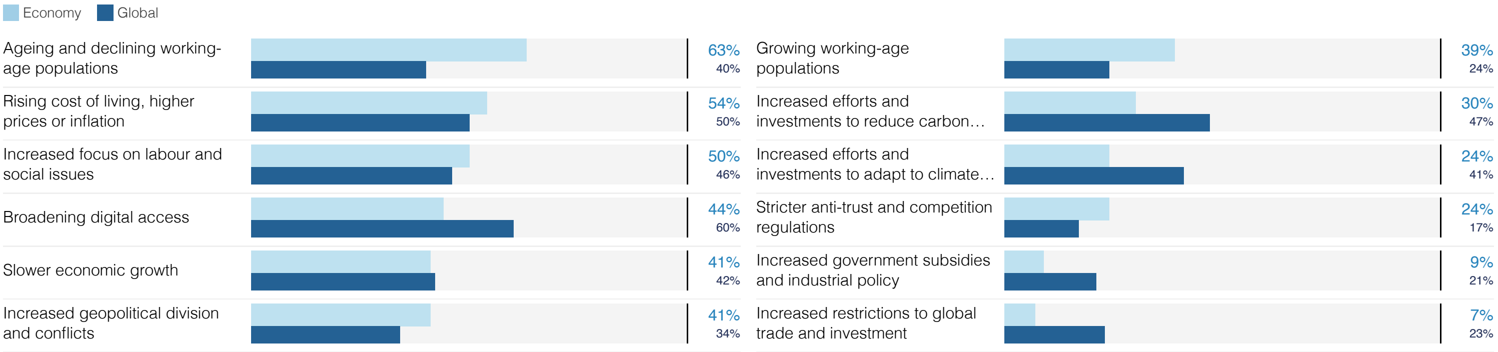
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

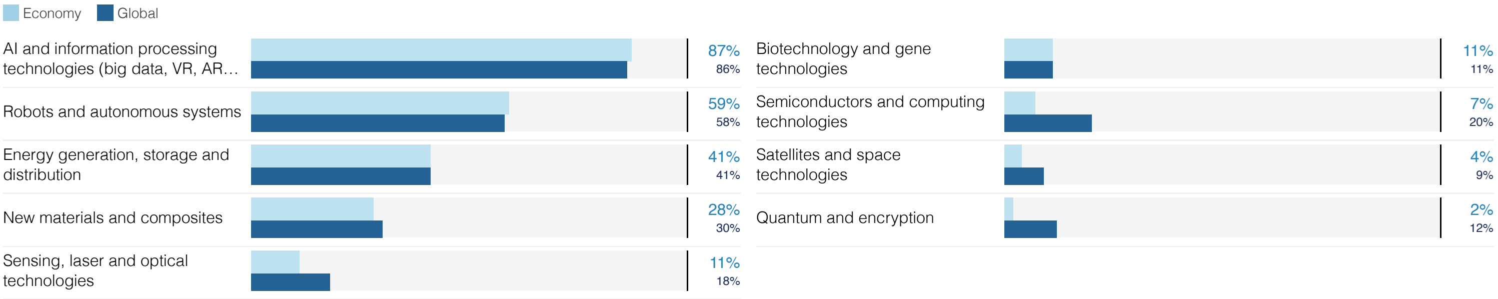
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

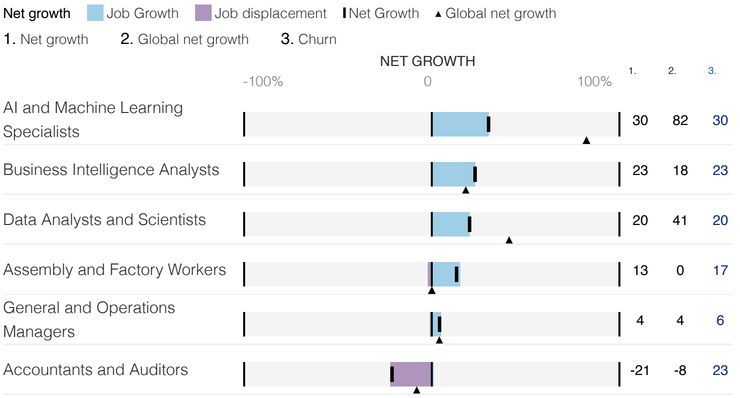
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

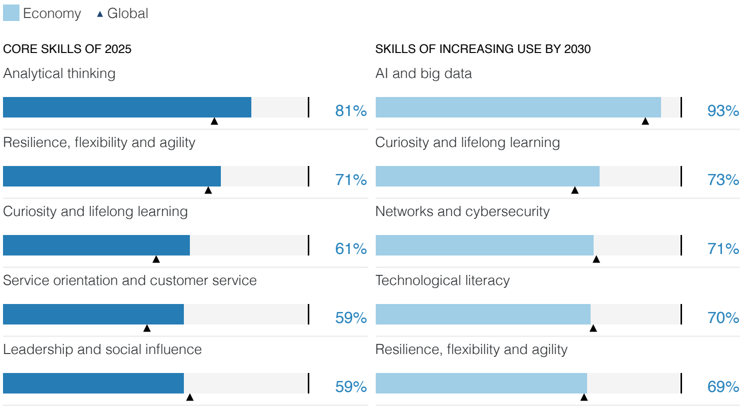
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Latvia

Working Age Population (Millions)

1.4

Upskilling and reskilling outlook

30 | Global 41

Would not need training by 2030

37 | Global 29

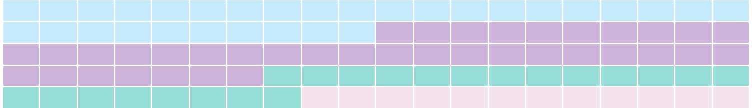
Would be upskilled in their current role

21 | Global 19

Would be upskilled and redeployed

12 | Global 11

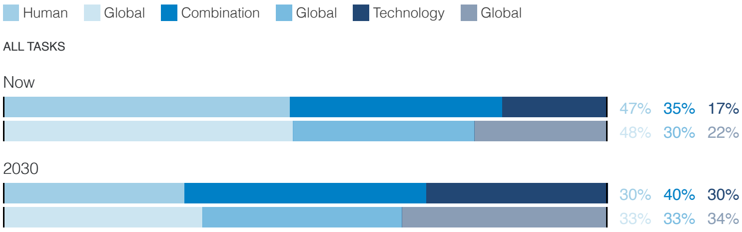
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

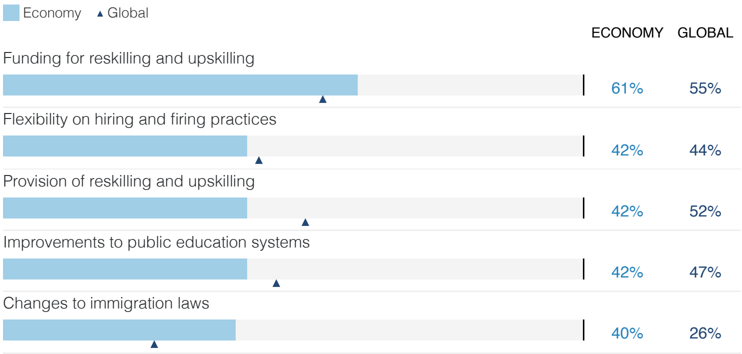


	Human	Combination	Technology
Now	47%	35%	17%
	48%	30%	22%
2030	30%	40%	30%
	33%	33%	34%

Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

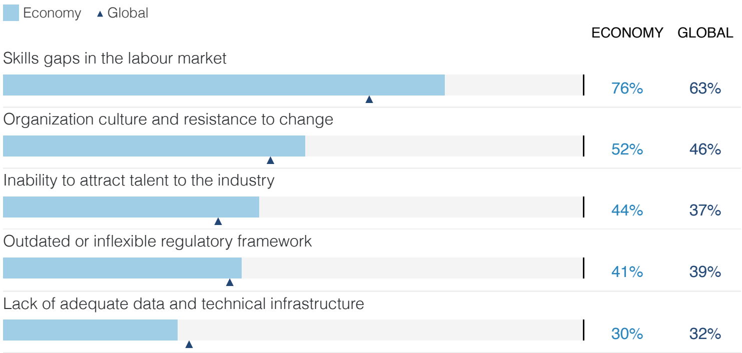


	ECONOMY	GLOBAL
Funding for reskilling and upskilling	61%	55%
Flexibility on hiring and firing practices	42%	44%
Provision of reskilling and upskilling	42%	52%
Improvements to public education systems	42%	47%
Changes to immigration laws	40%	26%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

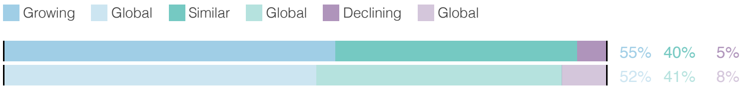


	ECONOMY	GLOBAL
Skills gaps in the labour market	76%	63%
Organization culture and resistance to change	52%	46%
Inability to attract talent to the industry	44%	37%
Outdated or inflexible regulatory framework	41%	39%
Lack of adequate data and technical infrastructure	30%	32%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

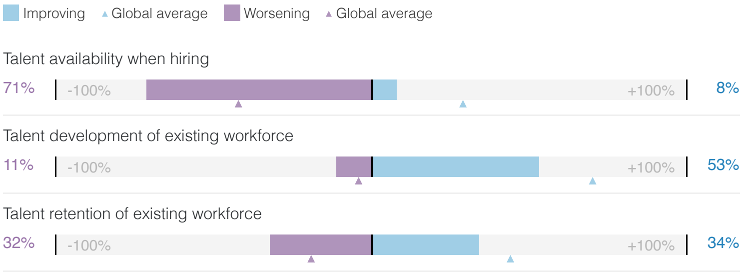


	Growing	Similar	Declining
	55%	40%	5%
	52%	41%	8%

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



	Worsening	Improving
Talent availability when hiring	71%	8%
Talent development of existing workforce	11%	53%
Talent retention of existing workforce	32%	34%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

53 | Global 51

Run comprehensive DEI training for managers and staff

53 | Global 39

Pay equity reviews and salary audits

37 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

74 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

53 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

53 | Global 47

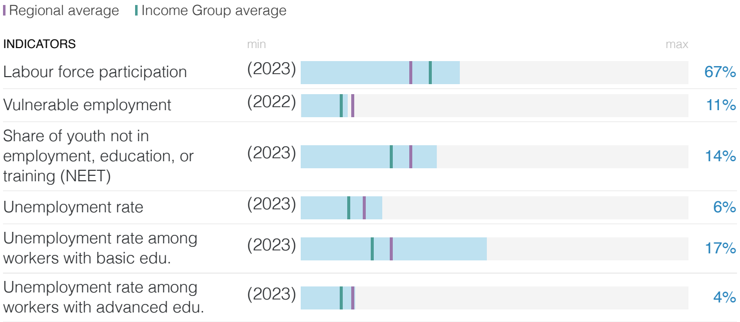
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

Working Age Population (Millions)

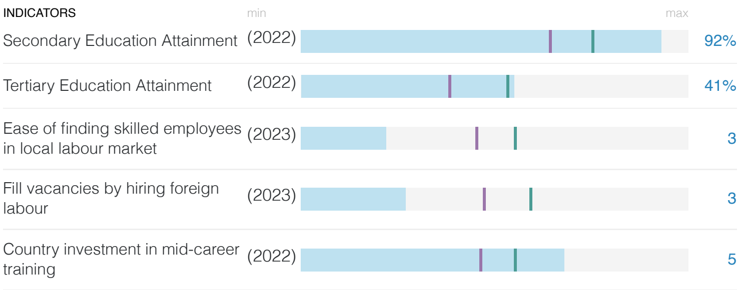
Lithuania

2.2

Contextual indicators



INDICATORS		
Labour force participation	(2023)	67%
Vulnerable employment	(2022)	11%
Share of youth not in employment, education, or training (NEET)	(2023)	14%
Unemployment rate	(2023)	6%
Unemployment rate among workers with basic edu.	(2023)	17%
Unemployment rate among workers with advanced edu.	(2023)	4%



INDICATORS		
Secondary Education Attainment	(2022)	92%
Tertiary Education Attainment	(2022)	41%
Ease of finding skilled employees in local labour market	(2023)	3
Fill vacancies by hiring foreign labour	(2023)	3
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

14% | Global 22%

Labour-market churn

Five-year structural labour-force churn

35% | Global 39%

Skill disruption

Shares of core skills which will change

79% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

95% | Global 88%

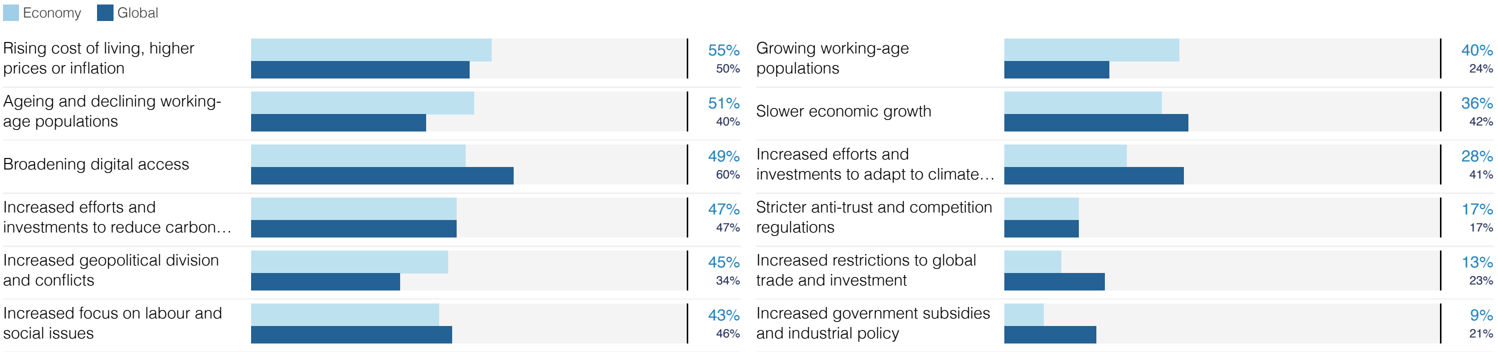
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

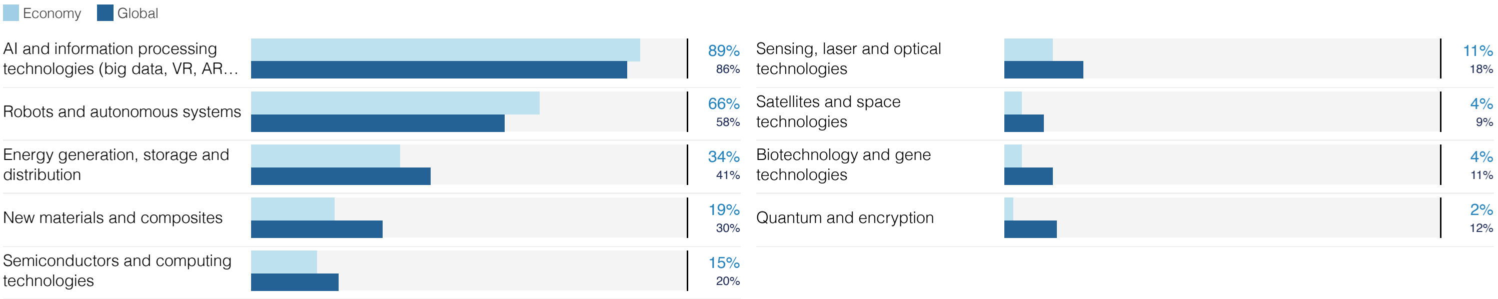


	Economy	Global
Rising cost of living, higher prices or inflation	55%	50%
Ageing and declining working-age populations	51%	40%
Broadening digital access	49%	60%
Increased efforts and investments to reduce carbon…	47%	47%
Increased geopolitical division and conflicts	45%	34%
Increased focus on labour and social issues	43%	46%
Growing working-age populations	40%	24%
Slower economic growth	36%	42%
Increased efforts and investments to adapt to climate…	28%	41%
Stricter anti-trust and competition regulations	17%	17%
Increased restrictions to global trade and investment	13%	23%
Increased government subsidies and industrial policy	9%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

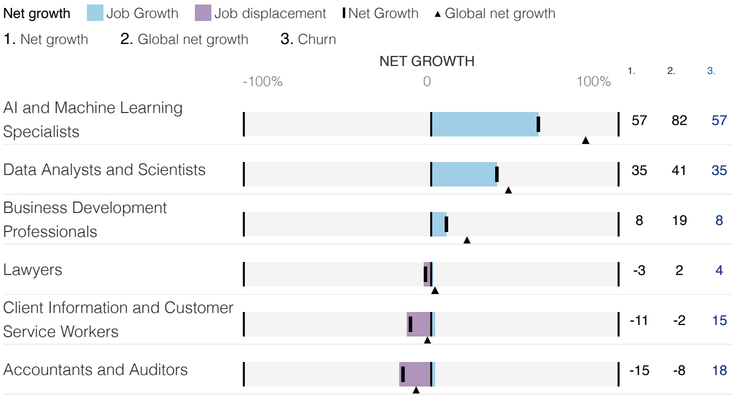


	Economy	Global
AI and information processing technologies (big data, VR, AR…	89%	86%
Robots and autonomous systems	66%	58%
Energy generation, storage and distribution	34%	41%
New materials and composites	19%	30%
Semiconductors and computing technologies	15%	20%
Sensing, laser and optical technologies	11%	18%
Satellites and space technologies	4%	9%
Biotechnology and gene technologies	4%	11%
Quantum and encryption	2%	12%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



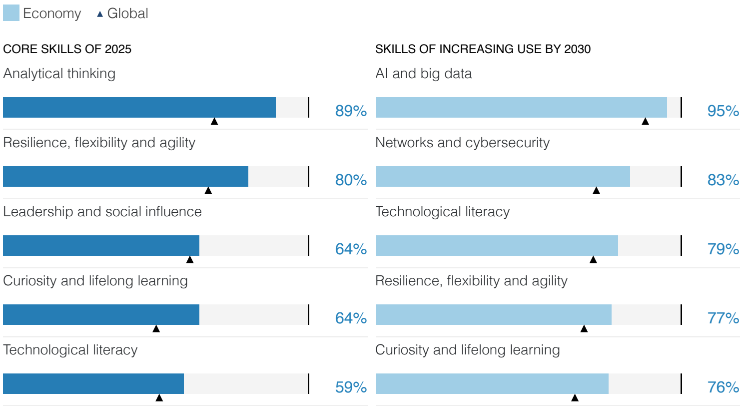
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	57	82	57
Data Analysts and Scientists	35	41	35
Business Development Professionals	8	19	8
Lawyers	-3	2	4
Client Information and Customer Service Workers	-11	-2	15
Accountants and Auditors	-15	-8	18

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	89%
Resilience, flexibility and agility	80%
Leadership and social influence	64%
Curiosity and lifelong learning	64%
Technological literacy	59%

SKILLS OF INCREASING USE BY 2030	
AI and big data	95%
Networks and cybersecurity	83%
Technological literacy	79%
Resilience, flexibility and agility	77%
Curiosity and lifelong learning	76%

Lithuania

Working Age Population (Millions)

2.2

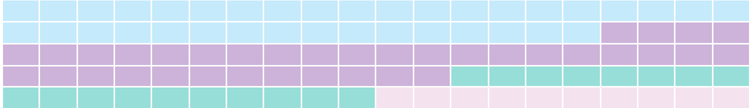
Upskilling and reskilling outlook

36 | Global 41
Would not need training by 2030

36 | Global 29
Would be upskilled in their current role

18 | Global 19
Would be upskilled and redeployed

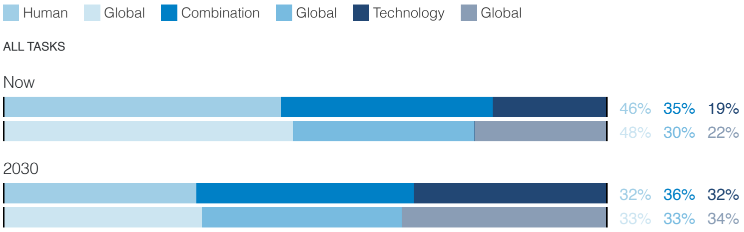
10 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

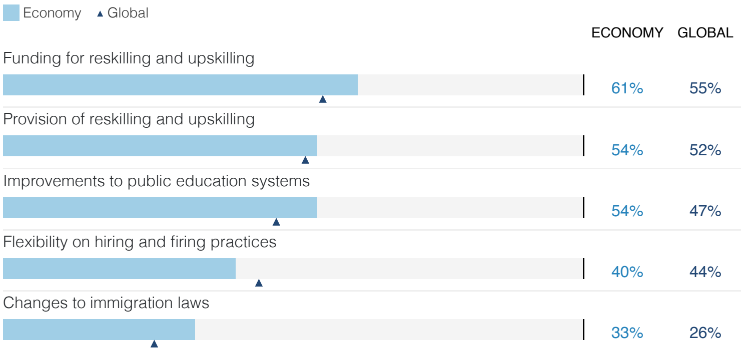
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

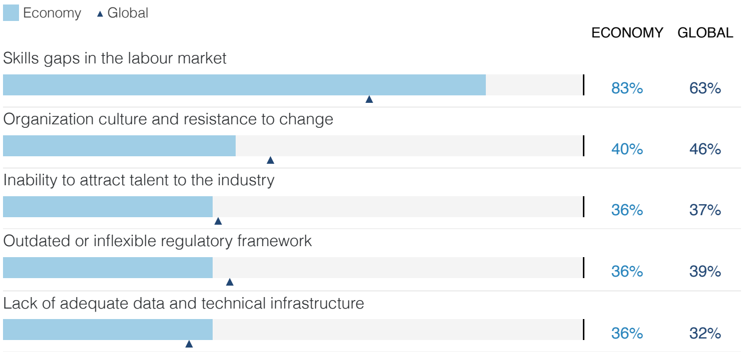


	ECONOMY	GLOBAL
Funding for reskilling and upskilling	61%	55%
Provision of reskilling and upskilling	54%	52%
Improvements to public education systems	54%	47%
Flexibility on hiring and firing practices	40%	44%
Changes to immigration laws	33%	26%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

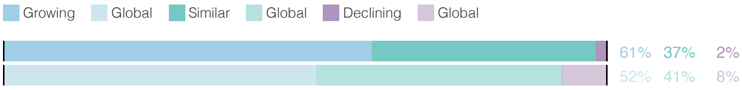


	ECONOMY	GLOBAL
Skills gaps in the labour market	83%	63%
Organization culture and resistance to change	40%	46%
Inability to attract talent to the industry	36%	37%
Outdated or inflexible regulatory framework	36%	39%
Lack of adequate data and technical infrastructure	36%	32%

Wage outlook

Wage trends

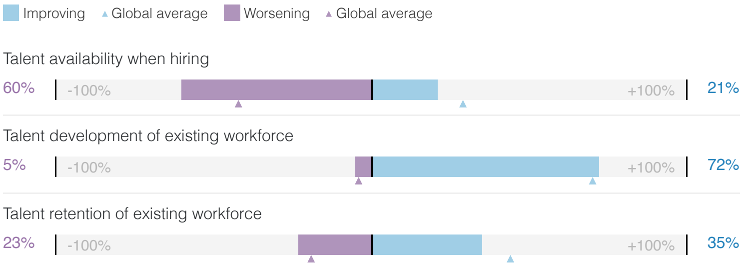
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



Talent availability when hiring	60%	21%
Talent development of existing workforce	5%	72%
Talent retention of existing workforce	23%	35%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

54 | Global 39
Pay equity reviews and salary audits

47 | Global 48
Targeted recruitment, retention and progression initiatives

44 | Global 51
Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

86 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

63 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

58 | Global 62
Hiring new people with skills to better work alongside AI

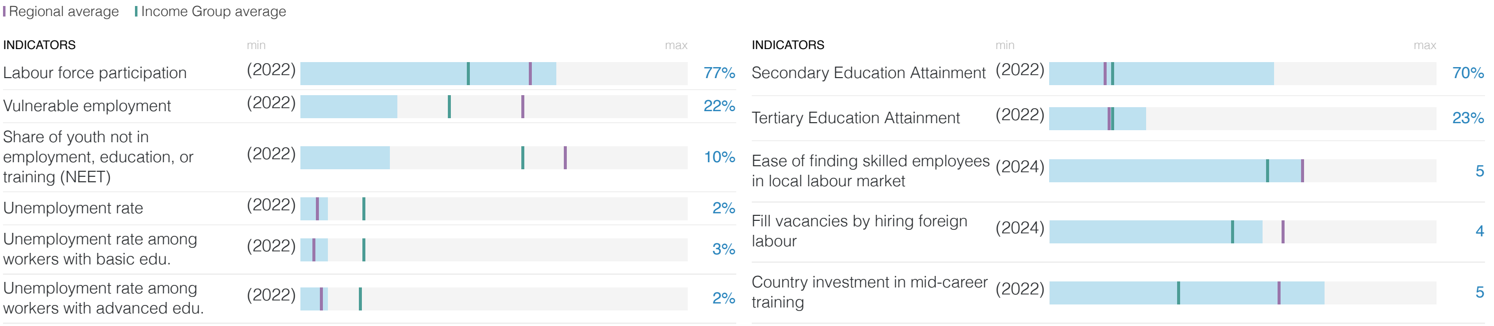
Economy Profile

Malaysia

Working Age Population (Millions)

17.2

Contextual indicators



INDICATORS		
Labour force participation	(2022)	77%
Vulnerable employment	(2022)	22%
Share of youth not in employment, education, or training (NEET)	(2022)	10%
Unemployment rate	(2022)	2%
Unemployment rate among workers with basic edu.	(2022)	3%
Unemployment rate among workers with advanced edu.	(2022)	2%

INDICATORS		
Secondary Education Attainment	(2022)	70%
Tertiary Education Attainment	(2022)	23%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

11% | Global 22%

Labour-market churn

Five-year structural labour-force churn

41% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

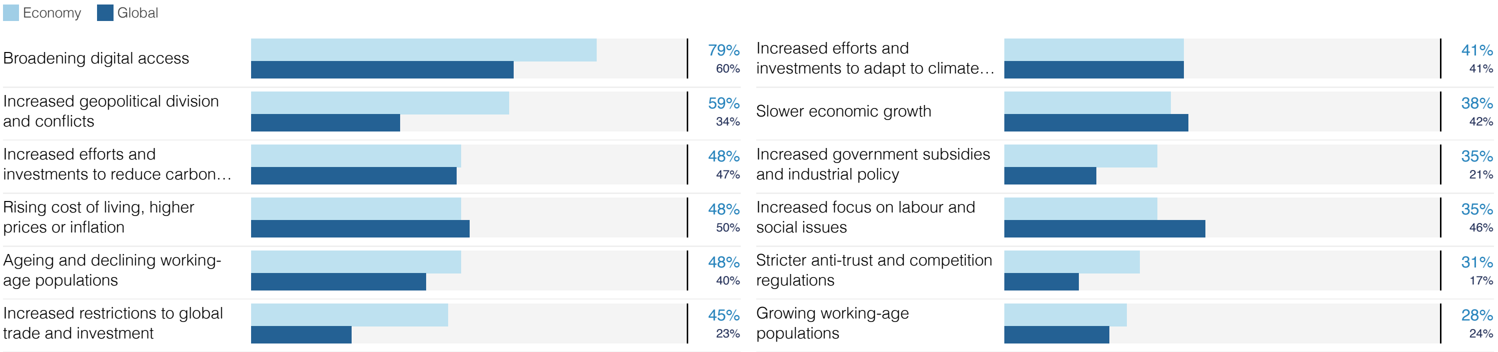
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

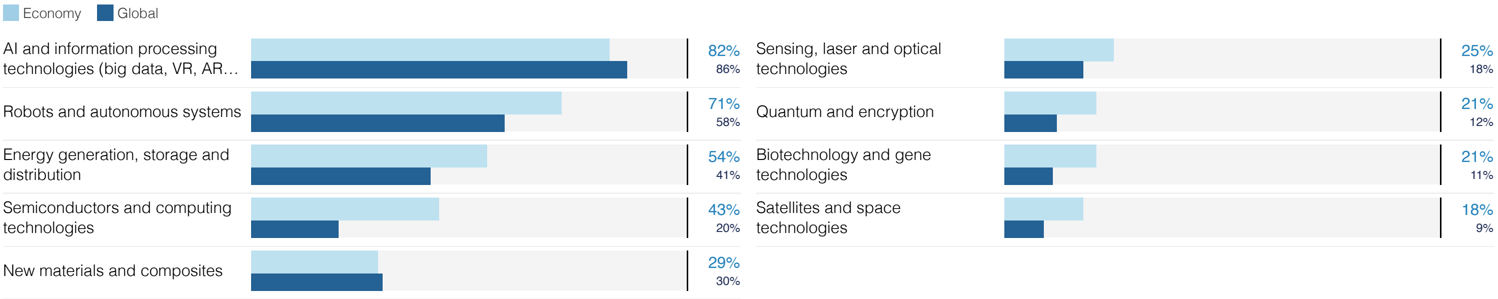


	Economy	Global
Broadening digital access	79%	60%
Increased geopolitical division and conflicts	59%	34%
Increased efforts and investments to reduce carbon…	48%	47%
Rising cost of living, higher prices or inflation	48%	50%
Ageing and declining working-age populations	48%	40%
Increased restrictions to global trade and investment	45%	23%
Increased efforts and investments to adapt to climate…	41%	41%
Slower economic growth	38%	42%
Increased government subsidies and industrial policy	35%	21%
Increased focus on labour and social issues	35%	46%
Stricter anti-trust and competition regulations	31%	17%
Growing working-age populations	28%	24%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

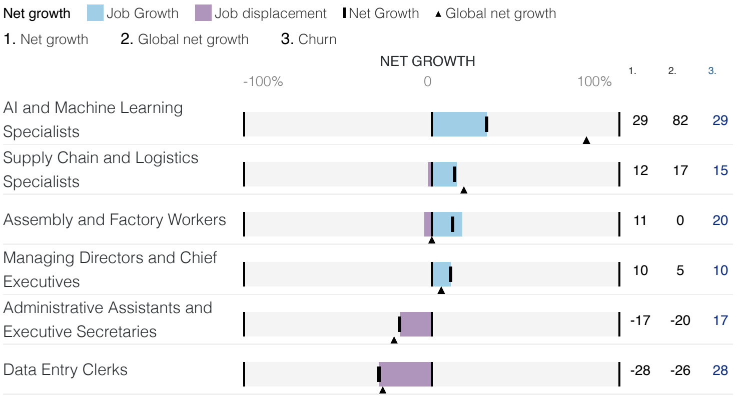


	Economy	Global
AI and information processing technologies (big data, VR, AR…	82%	86%
Robots and autonomous systems	71%	58%
Energy generation, storage and distribution	54%	41%
Semiconductors and computing technologies	43%	20%
New materials and composites	29%	30%
Sensing, laser and optical technologies	25%	18%
Quantum and encryption	21%	12%
Biotechnology and gene technologies	21%	11%
Satellites and space technologies	18%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



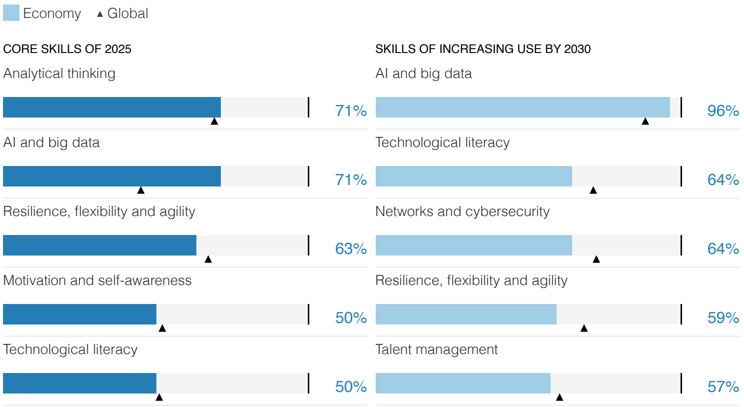
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	29	82	29
Supply Chain and Logistics Specialists	12	17	15
Assembly and Factory Workers	11	0	20
Managing Directors and Chief Executives	10	5	10
Administrative Assistants and Executive Secretaries	-17	-20	17
Data Entry Clerks	-28	-26	28

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	71%
AI and big data	71%
Resilience, flexibility and agility	63%
Motivation and self-awareness	50%
Technological literacy	50%

SKILLS OF INCREASING USE BY 2030	
AI and big data	96%
Technological literacy	64%
Networks and cybersecurity	64%
Resilience, flexibility and agility	59%
Talent management	57%

Malaysia

17.2

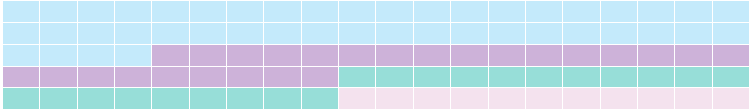
Upskilling and reskilling outlook

44 | Global 41
Would not need training by 2030

25 | Global 29
Would be upskilled in their current role

20 | Global 19
Would be upskilled and redeployed

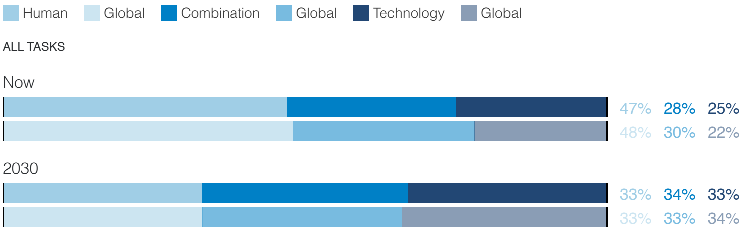
11 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

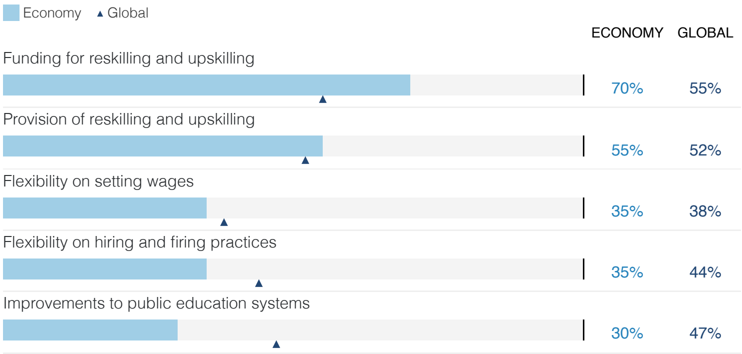
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

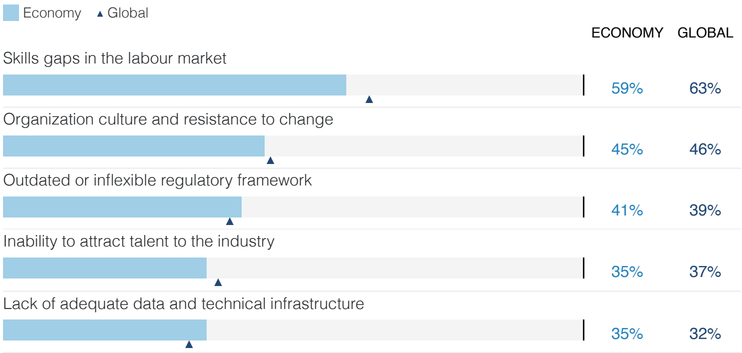
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

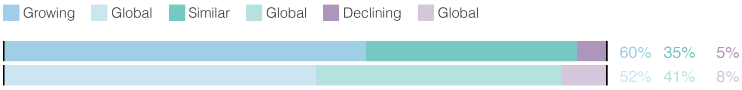
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

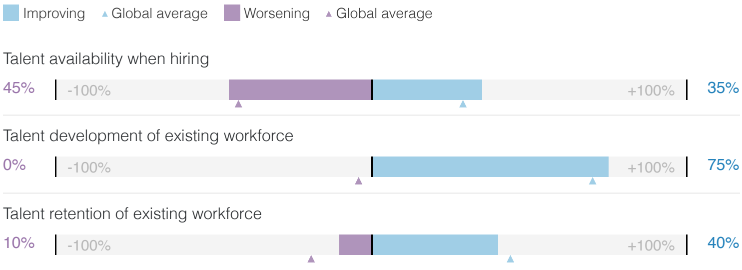
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

75 | Global 48
Targeted recruitment, retention and progression initiatives

55 | Global 39
Pay equity reviews and salary audits

55 | Global 26
Support workers with caregiving responsibilities

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

72 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

67 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

67 | Global 49
Re-orienting your organization to target new business opportunities created by AI

Working Age Population (Millions)

Mexico

78.5

Contextual indicators

| Regional average | Income Group average

INDICATORS		min – max
Labour force participation	(2023)	65%
Vulnerable employment	(2022)	27%
Share of youth not in employment, education, or training (NEET)	(2023)	16%
Unemployment rate	(2023)	2%
Unemployment rate among workers with basic edu.	(2023)	2%
Unemployment rate among workers with advanced edu.	(2023)	3%

INDICATORS		min – max
Secondary Education Attainment	(2023)	41%
Tertiary Education Attainment	(2023)	19%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	2

Jobs and Skills outlook

16% | Global 22%
Labour-market churn
Five-year structural labour-force churn

40% | Global 39%
Skill disruption
Shares of core skills which will change

94% | Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities

97% | Global 88%
AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

	Economy	Global
Broadening digital access	77%	60%
Increased efforts and investments to reduce carbon…	59%	47%
Increased efforts and investments to adapt to climate…	49%	41%
Increased focus on labour and social issues	49%	46%
Slower economic growth	44%	42%
Rising cost of living, higher prices or inflation	42%	50%
Ageing and declining working-age populations	41%	40%
Increased geopolitical division and conflicts	30%	34%
Increased restrictions to global trade and investment	26%	23%
Growing working-age populations	23%	24%
Stricter anti-trust and competition regulations	15%	17%
Increased government subsidies and industrial policy	13%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

	Economy	Global
AI and information processing technologies (big data, VR, AR…	95%	86%
Robots and autonomous systems	63%	58%
Energy generation, storage and distribution	45%	41%
New materials and composites	35%	30%
Semiconductors and computing technologies	29%	20%
Sensing, laser and optical technologies	20%	18%
Quantum and encryption	19%	12%
Biotechnology and gene technologies	19%	11%
Satellites and space technologies	12%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth 🟦 Job Growth 🟪 Job displacement | Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn

NET GROWTH (-100% – 0 – 100%)	1.	2.	3.
Data Analysts and Scientists	47	41	47
AI and Machine Learning Specialists	46	82	46
General and Operations Managers	2	4	2
Assembly and Factory Workers	-5	0	17
Accounting, Bookkeeping and Payroll Clerks	-20	-18	20
Administrative Assistants and Executive Secretaries	-25	-20	26

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

🟦 Economy ▲ Global

CORE SKILLS OF 2025	
Resilience, flexibility and agility	83%
Analytical thinking	78%
Leadership and social influence	65%
Service orientation and customer service	62%
Empathy and active listening	59%

SKILLS OF INCREASING USE BY 2030	
AI and big data	93%
Creative thinking	77%
Networks and cybersecurity	73%
Resilience, flexibility and agility	73%
Leadership and social influence	70%

Mexico

Working Age Population (Millions)

78.5

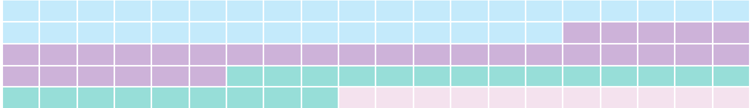
Upskilling and reskilling outlook

35 | Global 41
Would not need training by 2030

31 | Global 29
Would be upskilled in their current role

23 | Global 19
Would be upskilled and redeployed

11 | Global 11
Would be unlikely to upskill



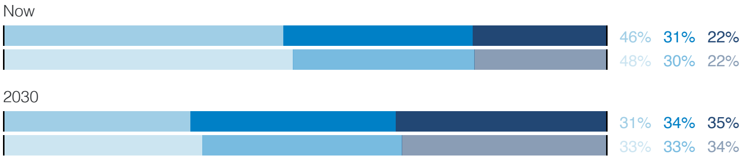
Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

Human | Global | Combination | Global | Technology | Global

ALL TASKS

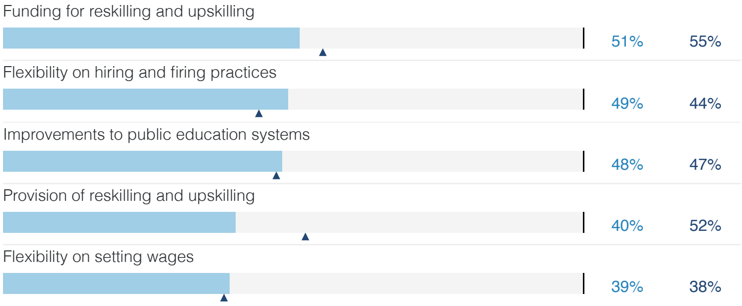


Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

Economy ▲ Global



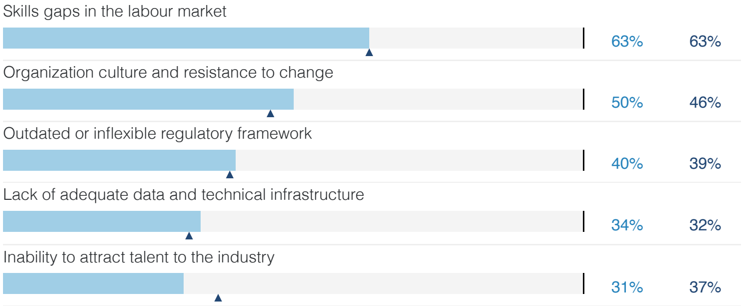
	ECONOMY	GLOBAL
Funding for reskilling and upskilling	51%	55%
Flexibility on hiring and firing practices	49%	44%
Improvements to public education systems	48%	47%
Provision of reskilling and upskilling	40%	52%
Flexibility on setting wages	39%	38%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

Economy ▲ Global



	ECONOMY	GLOBAL
Skills gaps in the labour market	63%	63%
Organization culture and resistance to change	50%	46%
Outdated or inflexible regulatory framework	40%	39%
Lack of adequate data and technical infrastructure	34%	32%
Inability to attract talent to the industry	31%	37%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

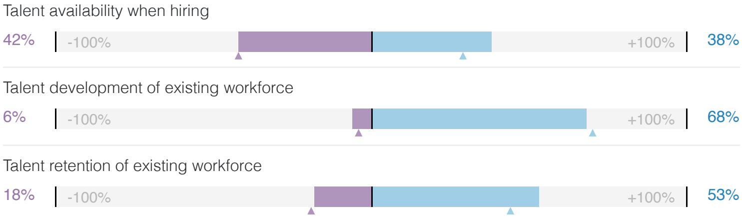
Growing | Global | Similar | Global | Declining | Global

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

Improving ▲ Global average | Worsening ▲ Global average



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

61 | Global 51
Run comprehensive DEI training for managers and staff

56 | Global 48
Targeted recruitment, retention and progression initiatives

52 | Global 39
Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

83 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

79 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

75 | Global 62
Hiring new people with skills to better work alongside AI

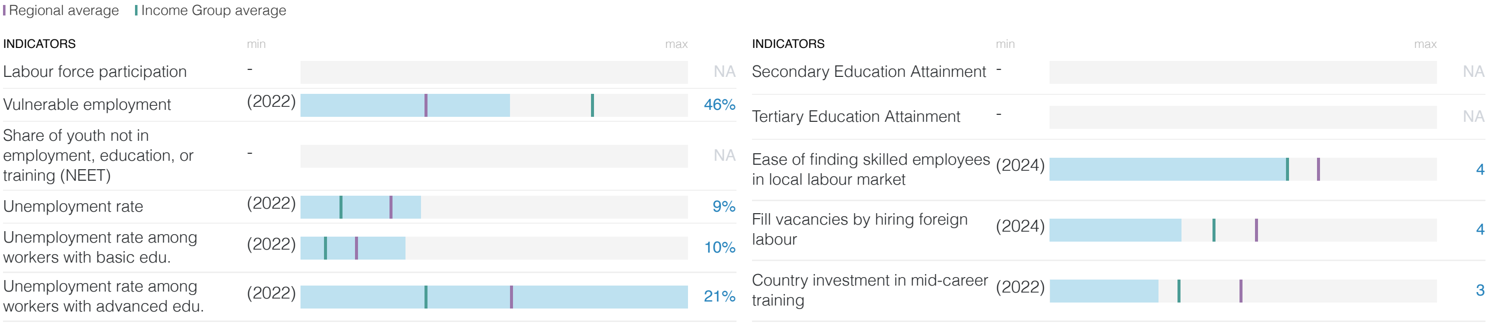
Economy Profile

Morocco

Working Age Population (Millions)

21.6

Contextual indicators



INDICATORS		
Labour force participation	-	NA
Vulnerable employment	(2022)	46%
Share of youth not in employment, education, or training (NEET)	-	NA
Unemployment rate	(2022)	9%
Unemployment rate among workers with basic edu.	(2022)	10%
Unemployment rate among workers with advanced edu.	(2022)	21%

INDICATORS		
Secondary Education Attainment	-	NA
Tertiary Education Attainment	-	NA
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

27% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

81% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

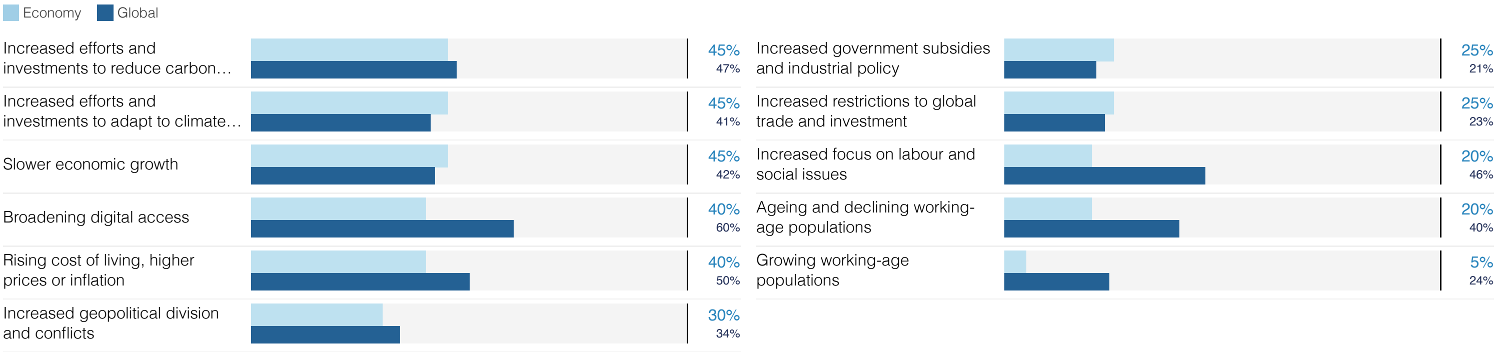
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

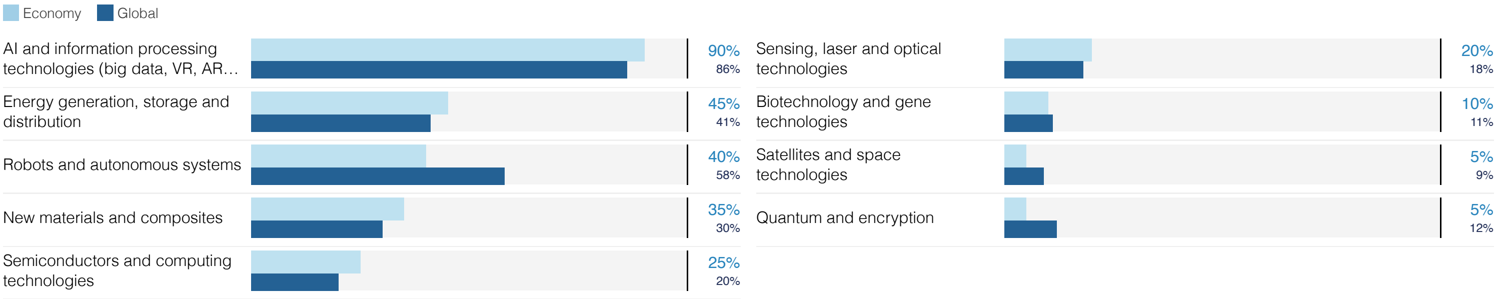


Increased efforts and investments to reduce carbon…	45%	47%
Increased efforts and investments to adapt to climate…	45%	41%
Slower economic growth	45%	42%
Broadening digital access	40%	60%
Rising cost of living, higher prices or inflation	40%	50%
Increased geopolitical division and conflicts	30%	34%
Increased government subsidies and industrial policy	25%	21%
Increased restrictions to global trade and investment	25%	23%
Increased focus on labour and social issues	20%	46%
Ageing and declining working-age populations	20%	40%
Growing working-age populations	5%	24%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

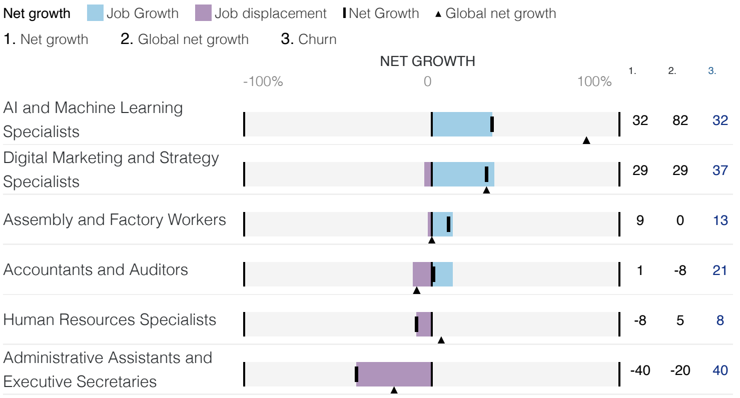


AI and information processing technologies (big data, VR, AR…	90%	86%
Energy generation, storage and distribution	45%	41%
Robots and autonomous systems	40%	58%
New materials and composites	35%	30%
Semiconductors and computing technologies	25%	20%
Sensing, laser and optical technologies	20%	18%
Biotechnology and gene technologies	10%	11%
Satellites and space technologies	5%	9%
Quantum and encryption	5%	12%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



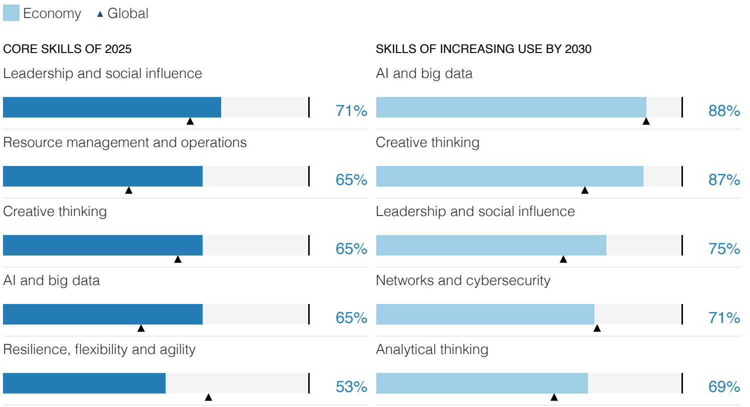
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	32	82	32
Digital Marketing and Strategy Specialists	29	29	37
Assembly and Factory Workers	9	0	13
Accountants and Auditors	1	-8	21
Human Resources Specialists	-8	5	8
Administrative Assistants and Executive Secretaries	-40	-20	40

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Leadership and social influence	71%	AI and big data	88%
Resource management and operations	65%	Creative thinking	87%
Creative thinking	65%	Leadership and social influence	75%
AI and big data	65%	Networks and cybersecurity	71%
Resilience, flexibility and agility	53%	Analytical thinking	69%

Economy Profile

2 / 2

Working Age Population (Millions)

Morocco

21.6

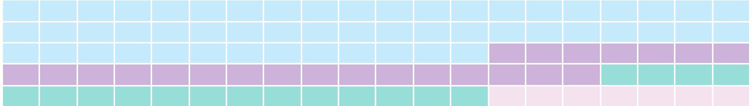
Upskilling and reskilling outlook

53 | Global 41
Would not need training by 2030

23 | Global 29
Would be upskilled in their current role

17 | Global 19
Would be upskilled and redeployed

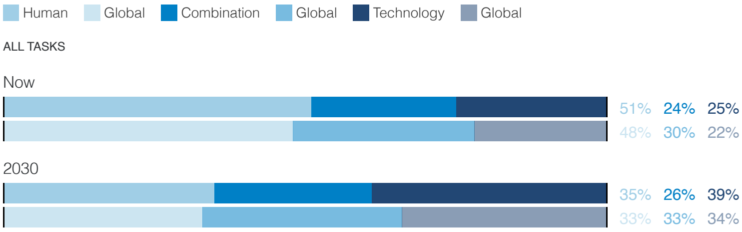
8 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

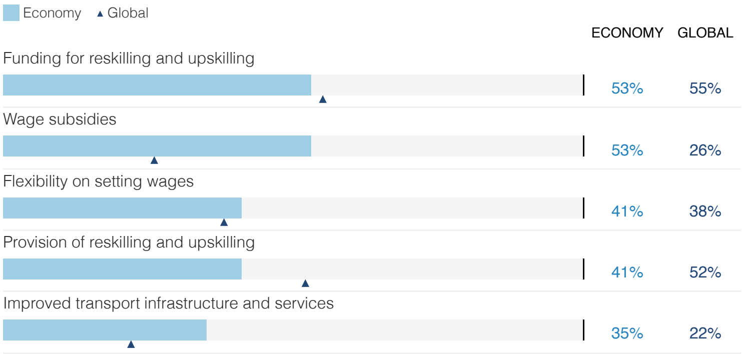
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

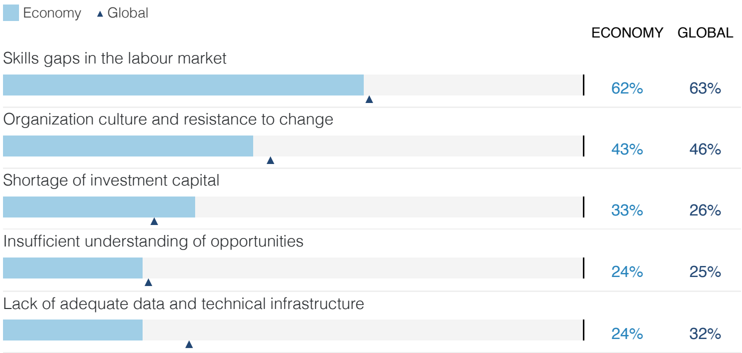
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

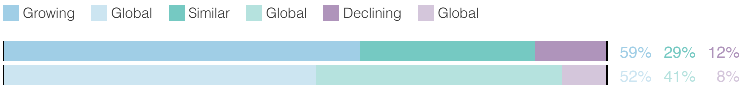
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

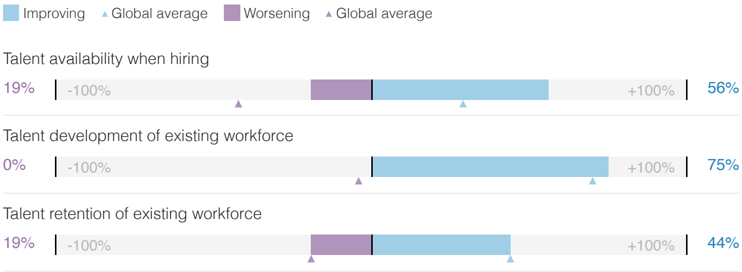
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

56 | Global 51
Run comprehensive DEI training for managers and staff

50 | Global 48
Targeted recruitment, retention and progression initiatives

44 | Global 39
Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

69 | Global 49
Re-orienting your organization to target new business opportunities created by AI

63 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

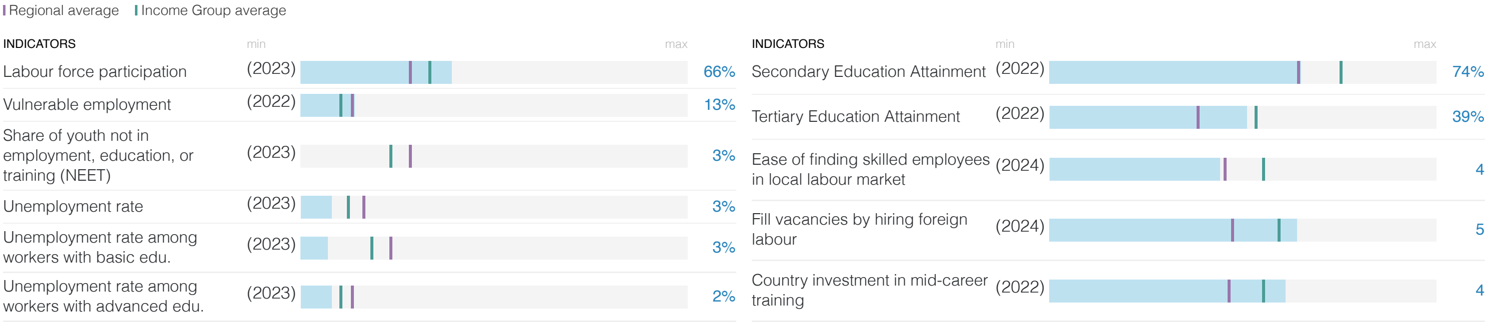
56 | Global 47
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

Working Age Population (Millions)

Netherlands

12.6

Contextual indicators



Labour force participation	(2023)	66%
Vulnerable employment	(2022)	13%
Share of youth not in employment, education, or training (NEET)	(2023)	3%
Unemployment rate	(2023)	3%
Unemployment rate among workers with basic edu.	(2023)	3%
Unemployment rate among workers with advanced edu.	(2023)	2%
Secondary Education Attainment	(2022)	74%
Tertiary Education Attainment	(2022)	39%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

30% | Global 39%

Skill disruption

Shares of core skills which will change

93% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

95% | Global 88%

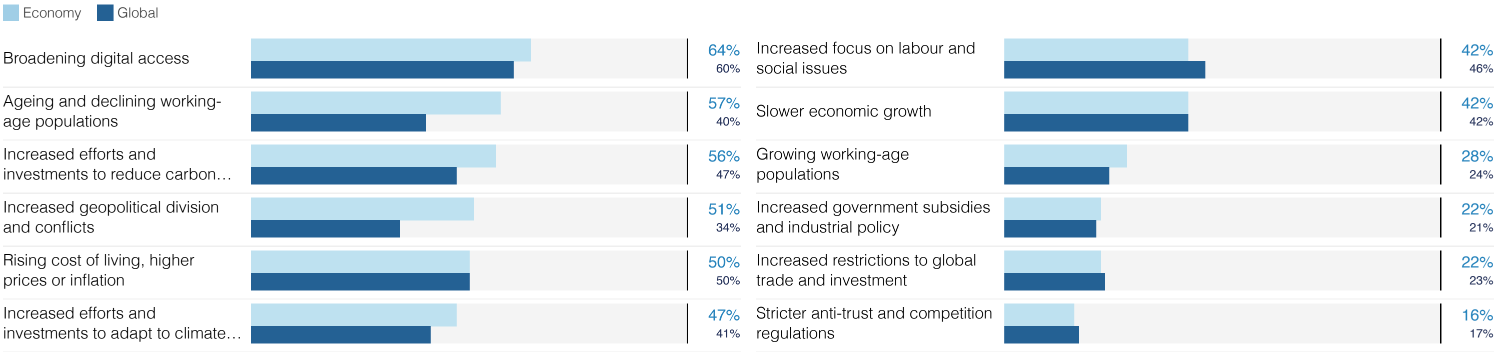
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

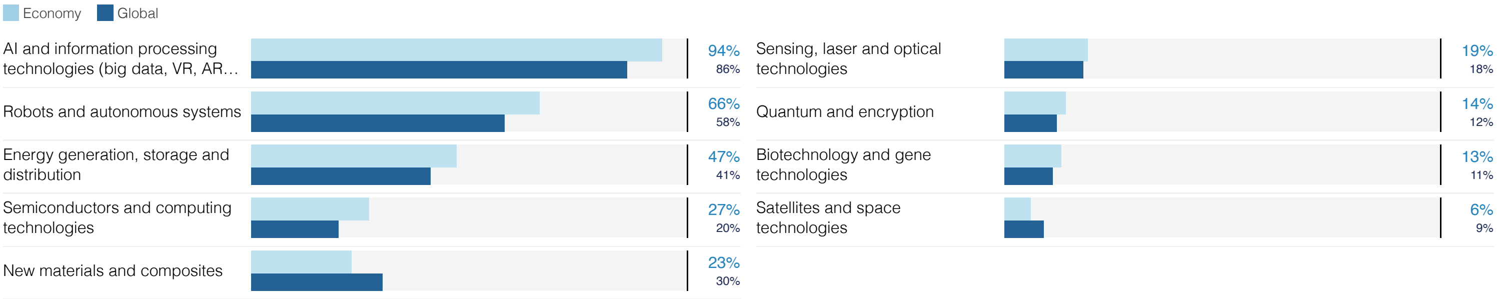


Broadening digital access	64%	60%
Ageing and declining working-age populations	57%	40%
Increased efforts and investments to reduce carbon…	56%	47%
Increased geopolitical division and conflicts	51%	34%
Rising cost of living, higher prices or inflation	50%	50%
Increased efforts and investments to adapt to climate…	47%	41%
Increased focus on labour and social issues	42%	46%
Slower economic growth	42%	42%
Growing working-age populations	28%	24%
Increased government subsidies and industrial policy	22%	21%
Increased restrictions to global trade and investment	22%	23%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

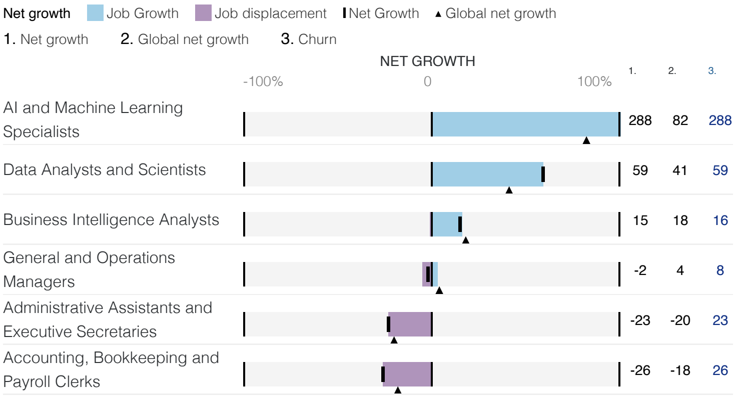


AI and information processing technologies (big data, VR, AR…	94%	86%
Robots and autonomous systems	66%	58%
Energy generation, storage and distribution	47%	41%
Semiconductors and computing technologies	27%	20%
New materials and composites	23%	30%
Sensing, laser and optical technologies	19%	18%
Quantum and encryption	14%	12%
Biotechnology and gene technologies	13%	11%
Satellites and space technologies	6%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

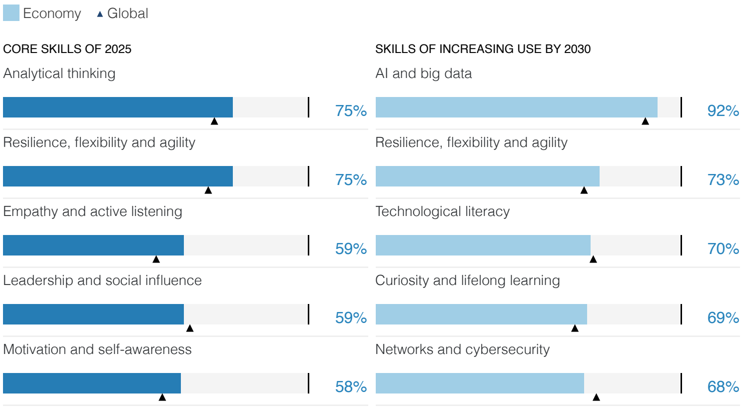


	1.	2.	3.
AI and Machine Learning Specialists	288	82	288
Data Analysts and Scientists	59	41	59
Business Intelligence Analysts	15	18	16
General and Operations Managers	-2	4	8
Administrative Assistants and Executive Secretaries	-23	-20	23
Accounting, Bookkeeping and Payroll Clerks	-26	-18	26

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	75%	AI and big data	92%
Resilience, flexibility and agility	75%	Resilience, flexibility and agility	73%
Empathy and active listening	59%	Technological literacy	70%
Leadership and social influence	59%	Curiosity and lifelong learning	69%
Motivation and self-awareness	58%	Networks and cybersecurity	68%

Netherlands

Working Age Population (Millions)

12.6

Upskilling and reskilling outlook

35 | Global 41

Would not need training by 2030

33 | Global 29

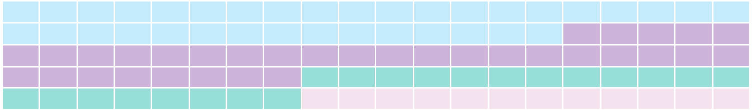
Would be upskilled in their current role

20 | Global 19

Would be upskilled and redeployed

12 | Global 11

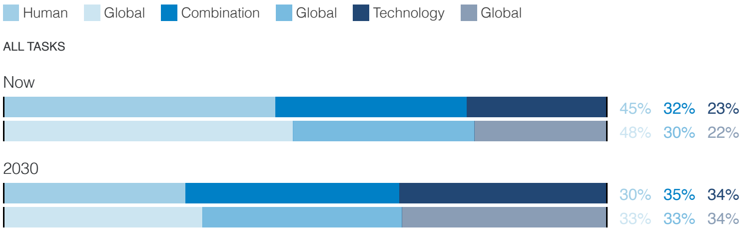
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

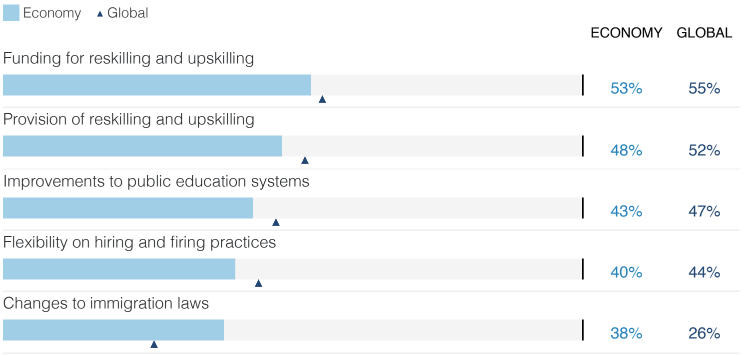
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

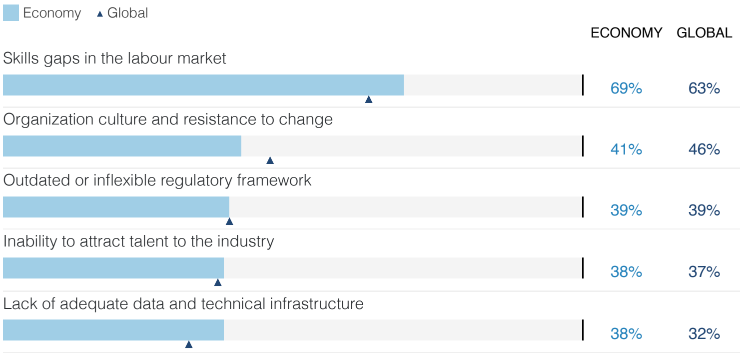
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

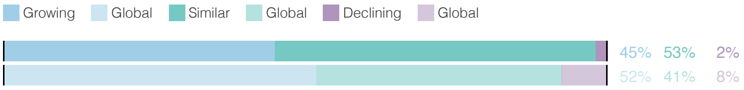
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

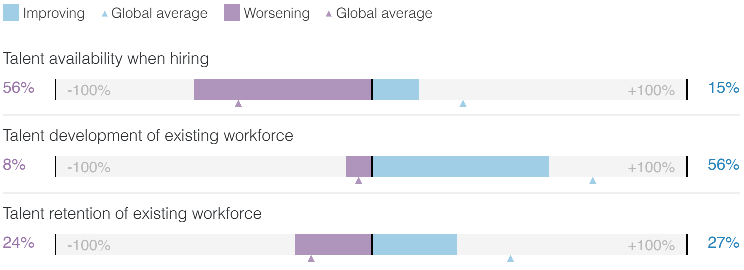
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

64 | Global 42

Set DEI goals, targets or quotas

63 | Global 48

Targeted recruitment, retention and progression initiatives

54 | Global 51

Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

90 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

78 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

75 | Global 62

Hiring new people with skills to better work alongside AI

Economy Profile

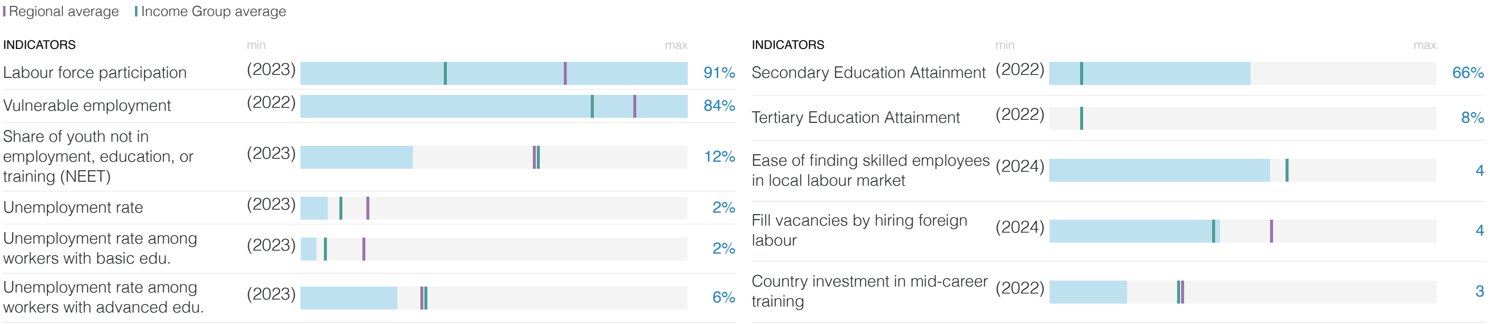
1 / 2

Working Age Population (Millions)

Nigeria

59.3

Contextual indicators



Jobs and Skills outlook

12% | Global 22%

Labour-market churn

Five-year structural labour-force churn

41% | Global 39%

Skill disruption

Shares of core skills which will change

100% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

86% | Global 88%

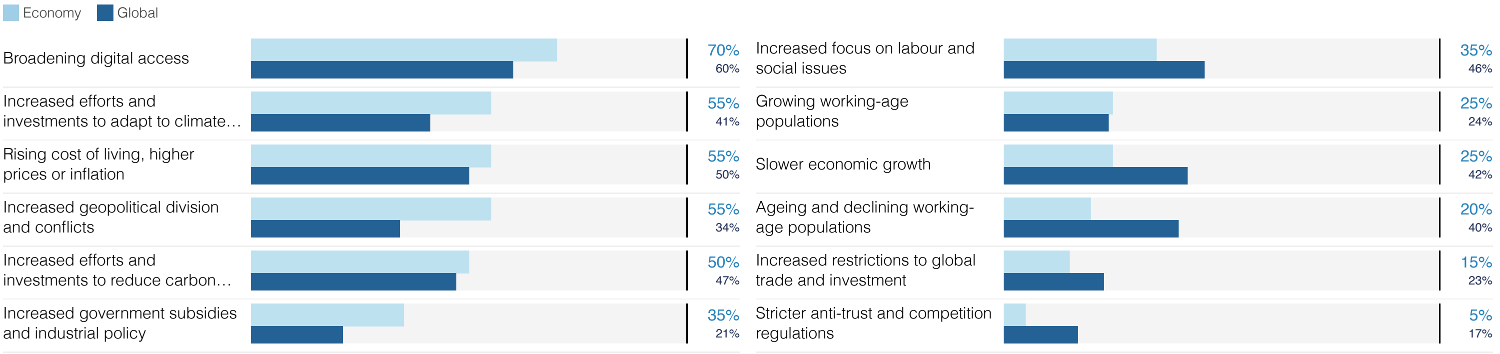
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

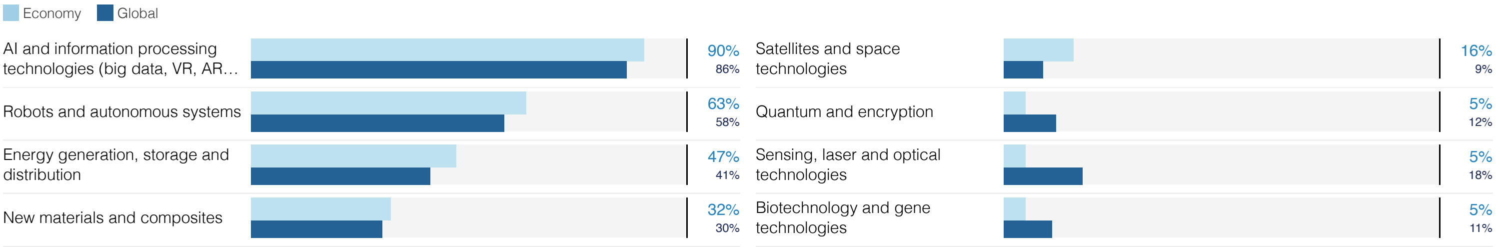
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

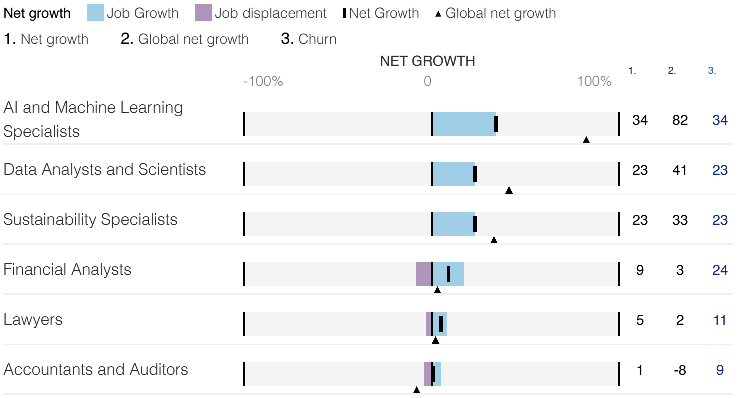
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

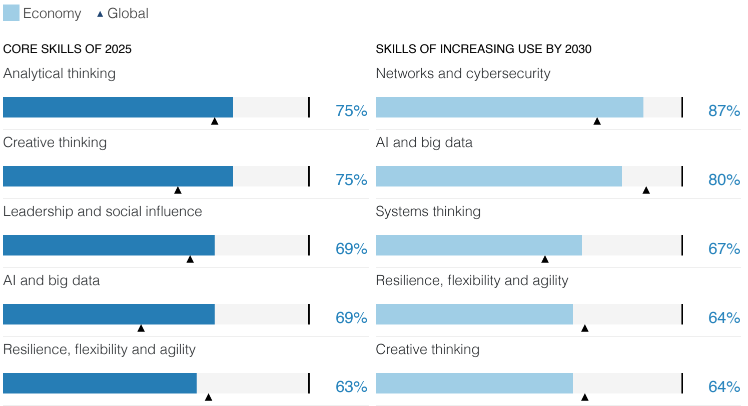
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Working Age Population (Millions)

Nigeria

59.3

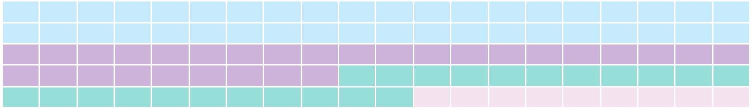
Upskilling and reskilling outlook

40 | Global 41
Would not need training by 2030

29 | Global 29
Would be upskilled in their current role

22 | Global 19
Would be upskilled and redeployed

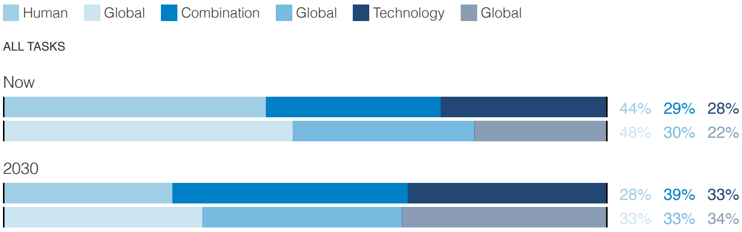
10 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

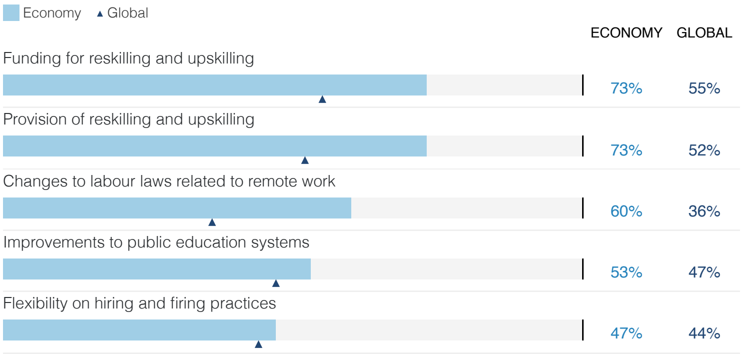
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

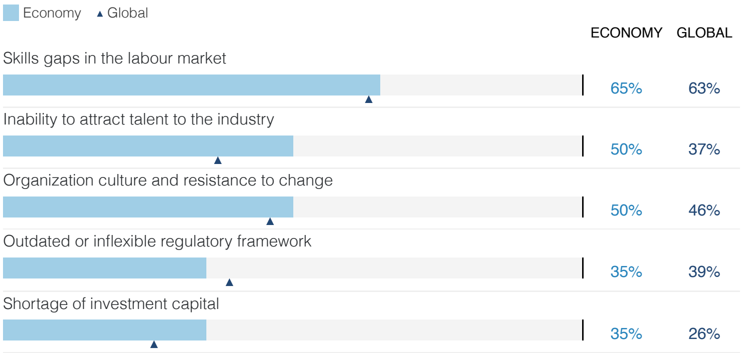
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

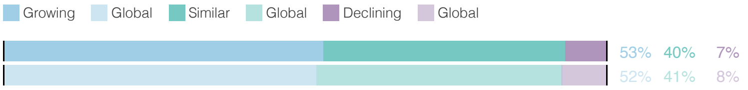
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

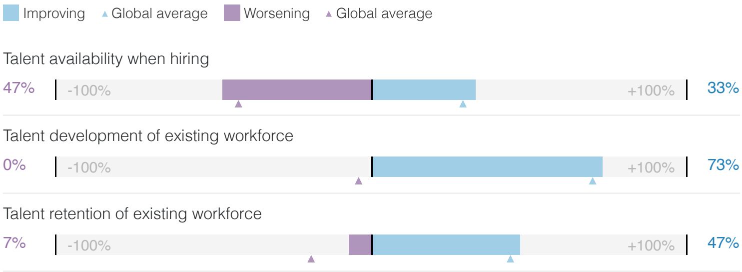
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

53 | Global 42
Set DEI goals, targets or quotas

47 | Global 48
Targeted recruitment, retention and progression initiatives

47 | Global 26
Support workers with caregiving responsibilities

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

93 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

64 | Global 62
Hiring new people with skills to better work alongside AI

57 | Global 49
Re-orienting your organization to target new business opportunities created by AI

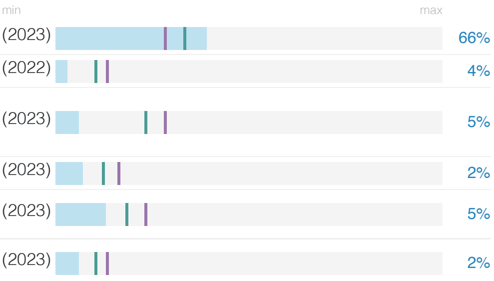
Norway

Working Age Population (Millions)

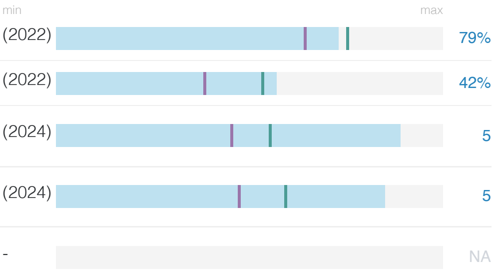
3.9

Contextual indicators

▮ Regional average ▮ Income Group average



INDICATORS		
Labour force participation	(2023)	66%
Vulnerable employment	(2022)	4%
Share of youth not in employment, education, or training (NEET)	(2023)	5%
Unemployment rate	(2023)	2%
Unemployment rate among workers with basic edu.	(2023)	5%
Unemployment rate among workers with advanced edu.	(2023)	2%



INDICATORS		
Secondary Education Attainment	(2022)	79%
Tertiary Education Attainment	(2022)	42%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	-	NA

Jobs and Skills outlook

14% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

96% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

83% | Global 88%

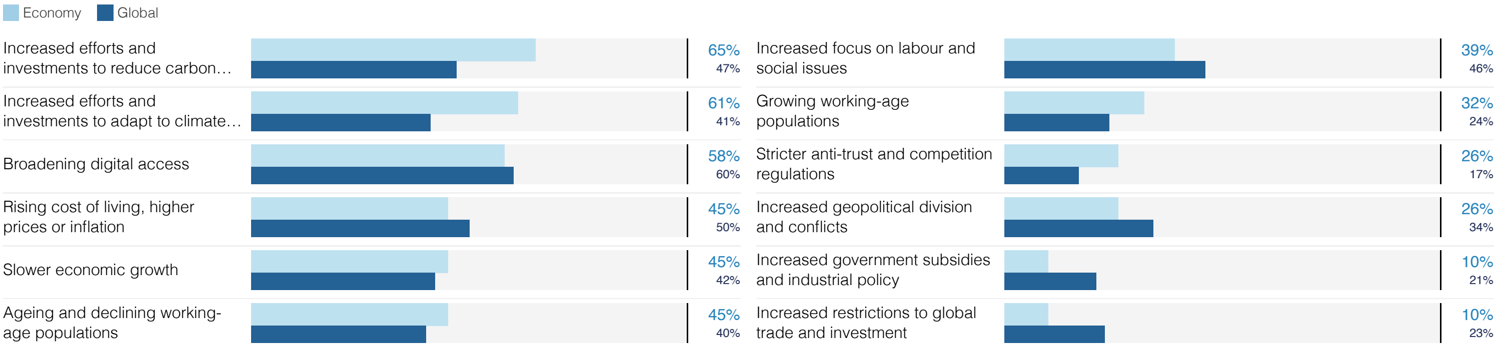
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

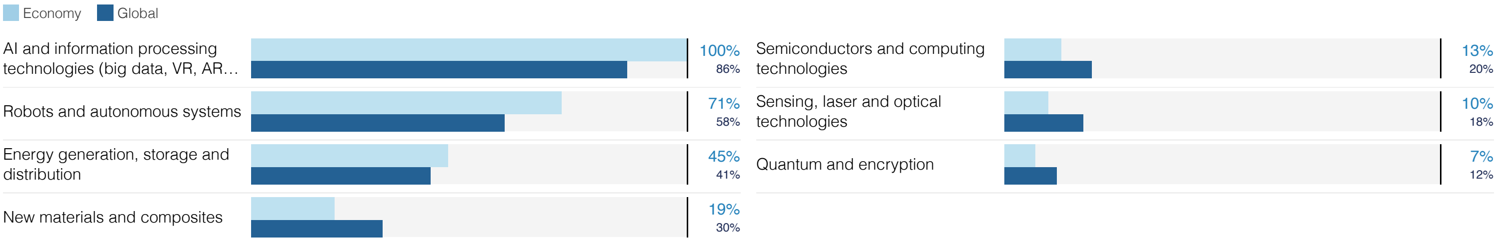


	Economy	Global
Increased efforts and investments to reduce carbon…	65%	47%
Increased efforts and investments to adapt to climate…	61%	41%
Broadening digital access	58%	60%
Rising cost of living, higher prices or inflation	45%	50%
Slower economic growth	45%	42%
Ageing and declining working-age populations	45%	40%
Increased focus on labour and social issues	39%	46%
Growing working-age populations	32%	24%
Stricter anti-trust and competition regulations	26%	17%
Increased geopolitical division and conflicts	26%	34%
Increased government subsidies and industrial policy	10%	21%
Increased restrictions to global trade and investment	10%	23%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation



	Economy	Global
AI and information processing technologies (big data, VR, AR…	100%	86%
Robots and autonomous systems	71%	58%
Energy generation, storage and distribution	45%	41%
New materials and composites	19%	30%
Semiconductors and computing technologies	13%	20%
Sensing, laser and optical technologies	10%	18%
Quantum and encryption	7%	12%

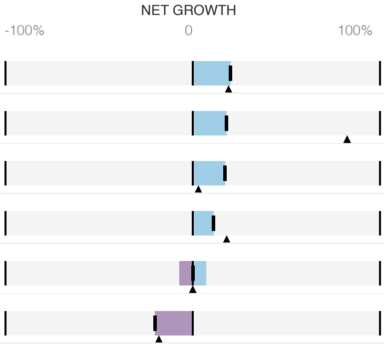
Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth ▮ Job Growth ▮ Job displacement | Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn



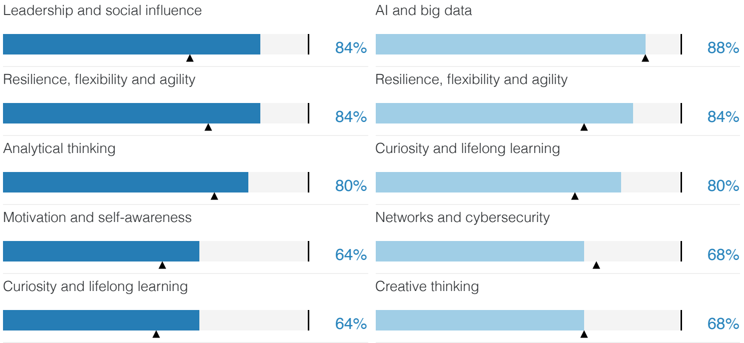
	1.	2.	3.
Business Development Professionals	20	19	20
AI and Machine Learning Specialists	18	82	18
Financial Analysts	17	3	17
Business Intelligence Analysts	11	18	11
Assembly and Factory Workers	0	0	14
Accounting, Bookkeeping and Payroll Clerks	-20	-18	20

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

▮ Economy ▲ Global



CORE SKILLS OF 2025	
Leadership and social influence	84%
Resilience, flexibility and agility	84%
Analytical thinking	80%
Motivation and self-awareness	64%
Curiosity and lifelong learning	64%

SKILLS OF INCREASING USE BY 2030	
AI and big data	88%
Resilience, flexibility and agility	84%
Curiosity and lifelong learning	80%
Networks and cybersecurity	68%
Creative thinking	68%

Norway

3.9

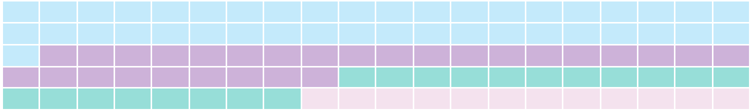
Upskilling and reskilling outlook

41 | Global 41
Would not need training by 2030

28 | Global 29
Would be upskilled in their current role

19 | Global 19
Would be upskilled and redeployed

12 | Global 11
Would be unlikely to upskill



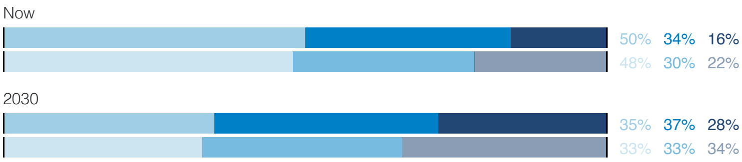
Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

■ Human ■ Global ■ Combination ■ Global ■ Technology ■ Global

ALL TASKS

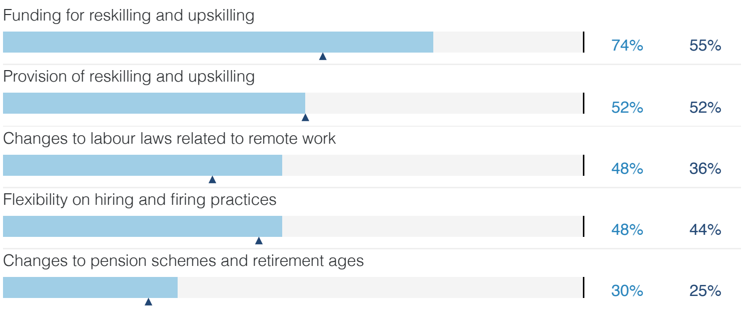


Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

■ Economy ▲ Global



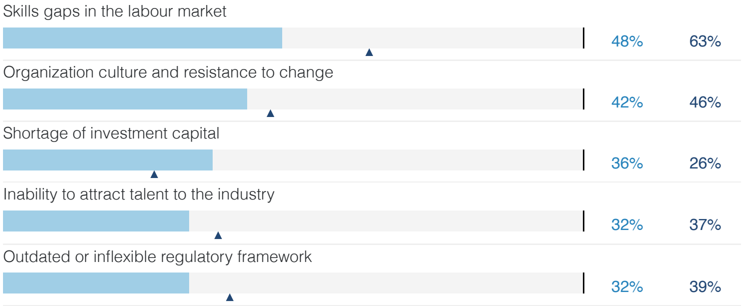
	ECONOMY	GLOBAL
Funding for reskilling and upskilling	74%	55%
Provision of reskilling and upskilling	52%	52%
Changes to labour laws related to remote work	48%	36%
Flexibility on hiring and firing practices	48%	44%
Changes to pension schemes and retirement ages	30%	25%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

■ Economy ▲ Global



	ECONOMY	GLOBAL
Skills gaps in the labour market	48%	63%
Organization culture and resistance to change	42%	46%
Shortage of investment capital	36%	26%
Inability to attract talent to the industry	32%	37%
Outdated or inflexible regulatory framework	32%	39%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

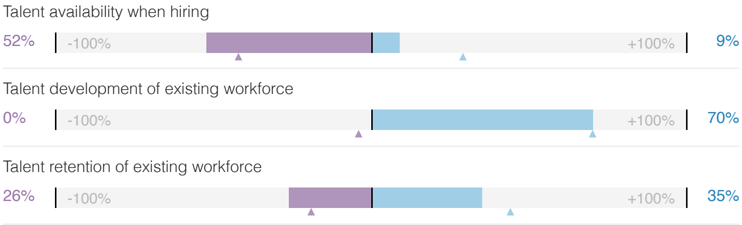
■ Growing ■ Global ■ Similar ■ Global ■ Declining ■ Global

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

■ Improving ▲ Global average ■ Worsening ▲ Global average



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

65 | Global 51
Run comprehensive DEI training for managers and staff

65 | Global 48
Targeted recruitment, retention and progression initiatives

48 | Global 33
Anti-harrasment protocols

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

87 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

70 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

61 | Global 47
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

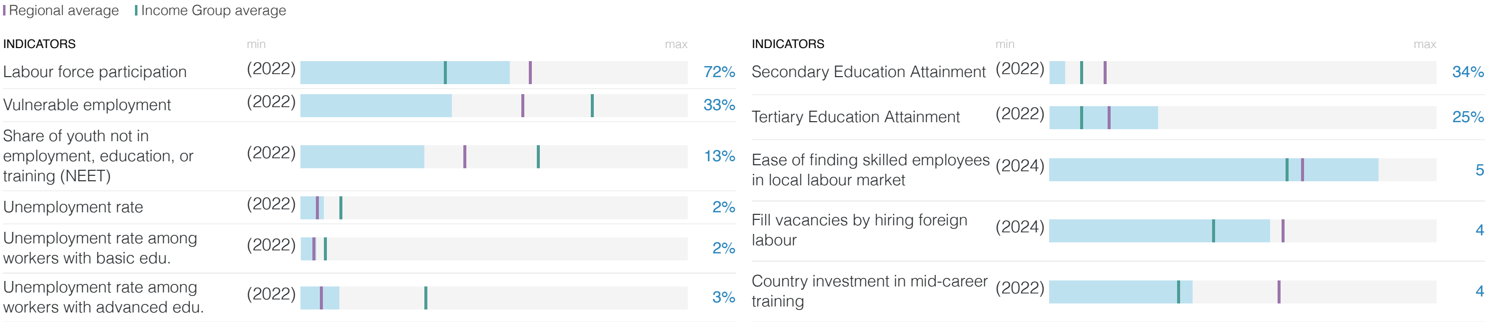
Economy Profile

Working Age Population (Millions)

Philippines

56.5

Contextual indicators



INDICATORS		
Labour force participation	(2022)	72%
Vulnerable employment	(2022)	33%
Share of youth not in employment, education, or training (NEET)	(2022)	13%
Unemployment rate	(2022)	2%
Unemployment rate among workers with basic edu.	(2022)	2%
Unemployment rate among workers with advanced edu.	(2022)	3%

INDICATORS		
Secondary Education Attainment	(2022)	34%
Tertiary Education Attainment	(2022)	25%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

16% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

96% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

91% | Global 88%

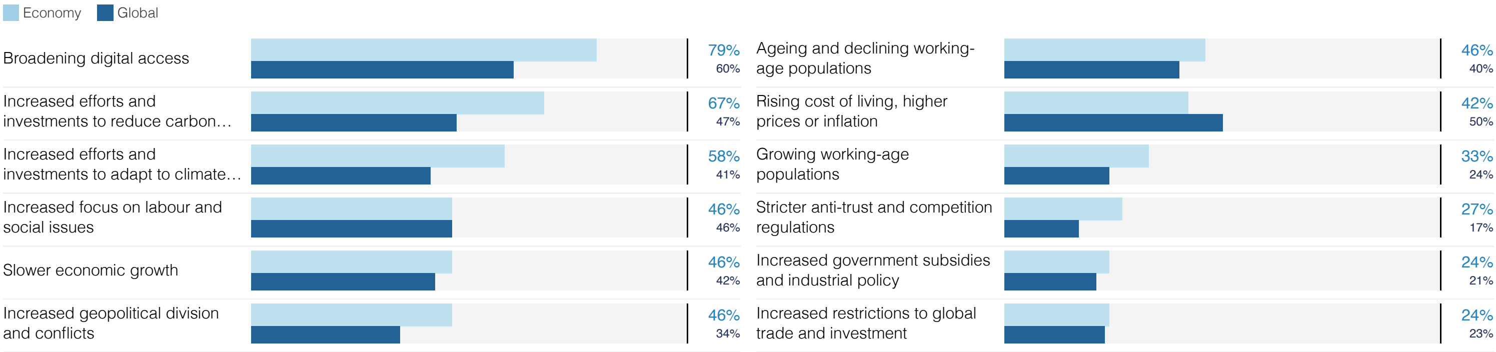
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

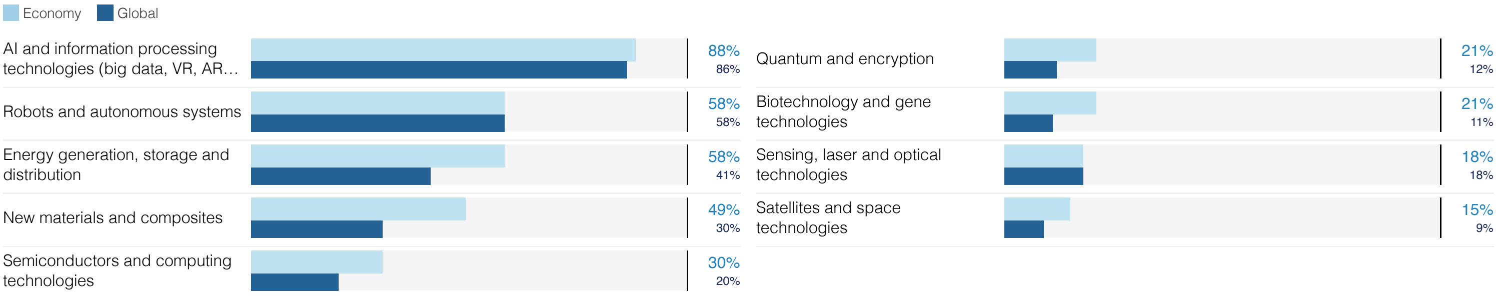


Broadening digital access	79%	60%
Increased efforts and investments to reduce carbon…	67%	47%
Increased efforts and investments to adapt to climate…	58%	41%
Increased focus on labour and social issues	46%	46%
Slower economic growth	46%	42%
Increased geopolitical division and conflicts	46%	34%
Ageing and declining working-age populations	46%	40%
Rising cost of living, higher prices or inflation	42%	50%
Growing working-age populations	33%	24%
Stricter anti-trust and competition regulations	27%	17%
Increased government subsidies and industrial policy	24%	21%
Increased restrictions to global trade and investment	24%	23%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

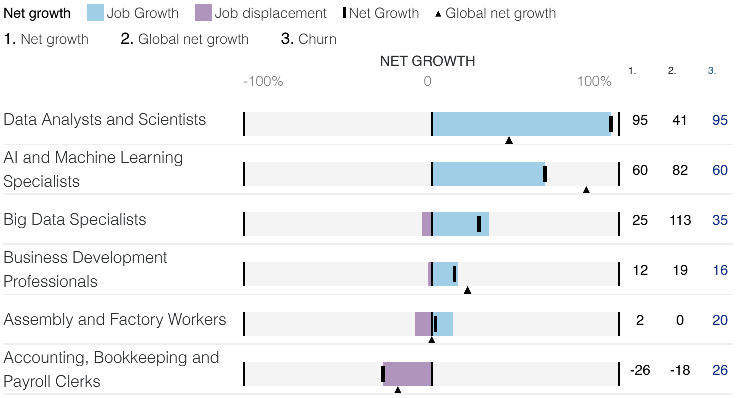


AI and information processing technologies (big data, VR, AR…	88%	86%
Robots and autonomous systems	58%	58%
Energy generation, storage and distribution	58%	41%
New materials and composites	49%	30%
Semiconductors and computing technologies	30%	20%
Quantum and encryption	21%	12%
Biotechnology and gene technologies	21%	11%
Sensing, laser and optical technologies	18%	18%
Satellites and space technologies	15%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



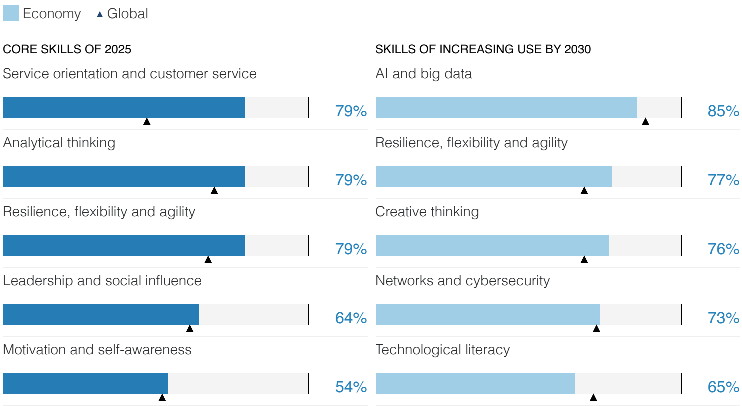
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Data Analysts and Scientists	95	41	95
AI and Machine Learning Specialists	60	82	60
Big Data Specialists	25	113	35
Business Development Professionals	12	19	16
Assembly and Factory Workers	2	0	20
Accounting, Bookkeeping and Payroll Clerks	-26	-18	26

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Service orientation and customer service	79%
Analytical thinking	79%
Resilience, flexibility and agility	79%
Leadership and social influence	64%
Motivation and self-awareness	54%

SKILLS OF INCREASING USE BY 2030	
AI and big data	85%
Resilience, flexibility and agility	77%
Creative thinking	76%
Networks and cybersecurity	73%
Technological literacy	65%

Working Age Population (Millions)

Philippines

56.5

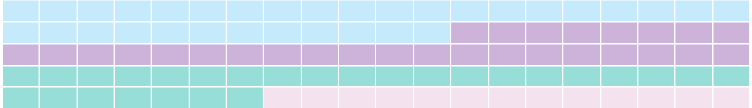
Upskilling and reskilling outlook

32 | Global 41
Would not need training by 2030

28 | Global 29
Would be upskilled in their current role

27 | Global 19
Would be upskilled and redeployed

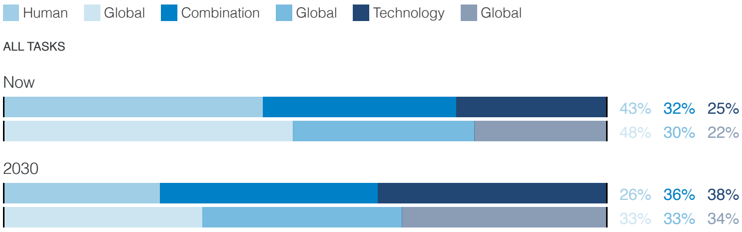
13 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

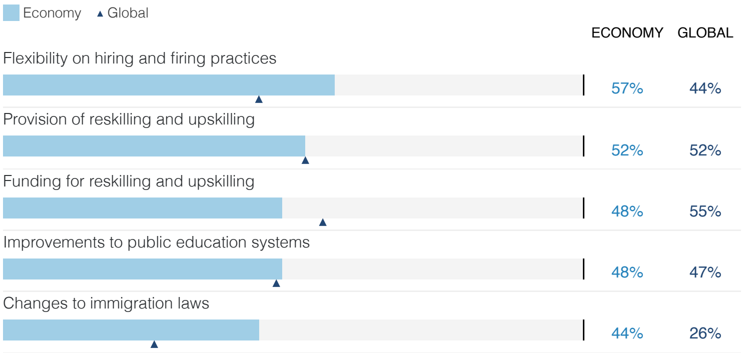
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

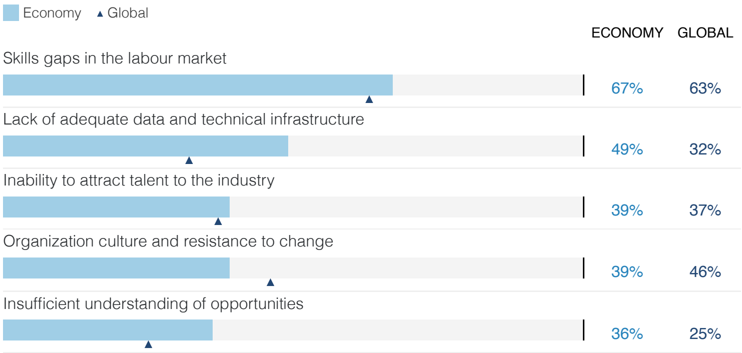


	ECONOMY	GLOBAL
Flexibility on hiring and firing practices	57%	44%
Provision of reskilling and upskilling	52%	52%
Funding for reskilling and upskilling	48%	55%
Improvements to public education systems	48%	47%
Changes to immigration laws	44%	26%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

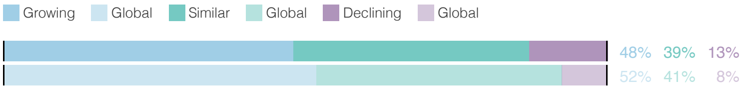


	ECONOMY	GLOBAL
Skills gaps in the labour market	67%	63%
Lack of adequate data and technical infrastructure	49%	32%
Inability to attract talent to the industry	39%	37%
Organization culture and resistance to change	39%	46%
Insufficient understanding of opportunities	36%	25%

Wage outlook

Wage trends

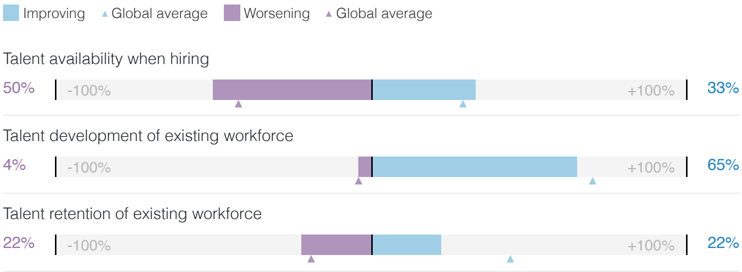
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



Talent availability when hiring	50%	33%
Talent development of existing workforce	4%	65%
Talent retention of existing workforce	22%	22%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

58 | Global 51
Run comprehensive DEI training for managers and staff

58 | Global 42
Set DEI goals, targets or quotas

58 | Global 48
Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

96 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

73 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

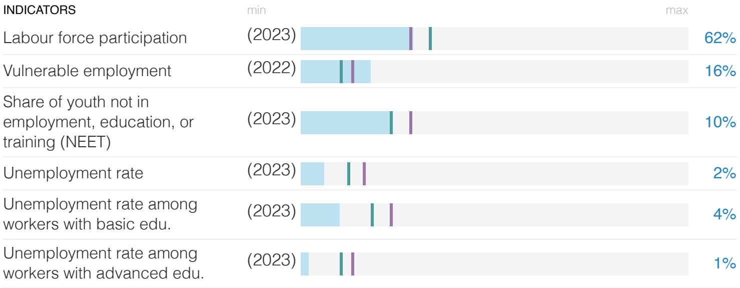
68 | Global 49
Re-orienting your organization to target new business opportunities created by AI

Poland

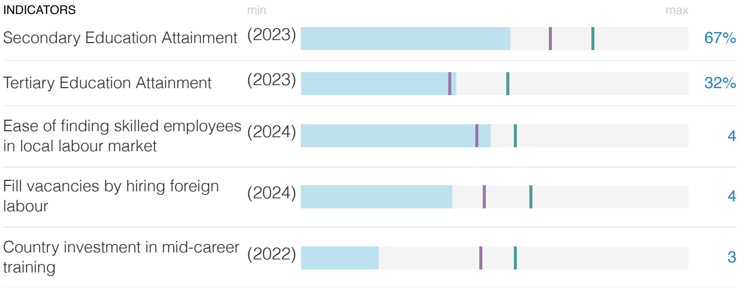
26.5

Contextual indicators

▌Regional average ▌Income Group average



INDICATORS		
Labour force participation	(2023)	62%
Vulnerable employment	(2022)	16%
Share of youth not in employment, education, or training (NEET)	(2023)	10%
Unemployment rate	(2023)	2%
Unemployment rate among workers with basic edu.	(2023)	4%
Unemployment rate among workers with advanced edu.	(2023)	1%



INDICATORS		
Secondary Education Attainment	(2023)	67%
Tertiary Education Attainment	(2023)	32%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

16% | Global 22%

Labour-market churn

Five-year structural labour-force churn

31% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

93% | Global 88%

AI exposure

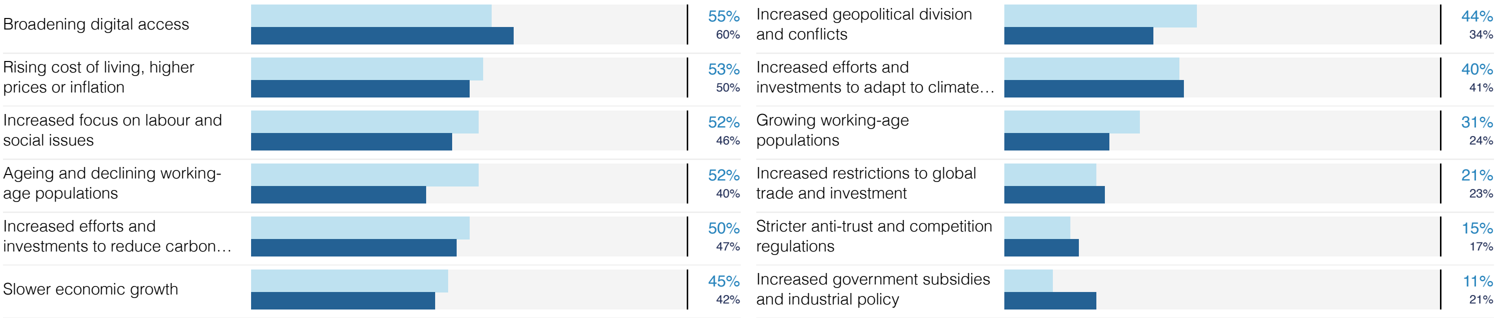
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

🟦 Economy 🟦 Global



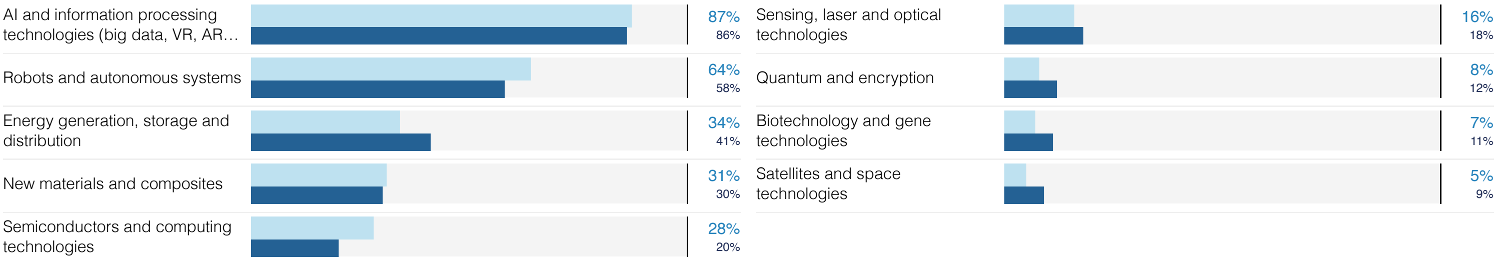
	Economy	Global
Broadening digital access	55%	60%
Rising cost of living, higher prices or inflation	53%	50%
Increased focus on labour and social issues	52%	46%
Ageing and declining working-age populations	52%	40%
Increased efforts and investments to reduce carbon…	50%	47%
Slower economic growth	45%	42%
Increased geopolitical division and conflicts	44%	34%
Increased efforts and investments to adapt to climate…	40%	41%
Growing working-age populations	31%	24%
Increased restrictions to global trade and investment	21%	23%
Stricter anti-trust and competition regulations	15%	17%
Increased government subsidies and industrial policy	11%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

🟦 Economy 🟦 Global



	Economy	Global
AI and information processing technologies (big data, VR, AR…	87%	86%
Robots and autonomous systems	64%	58%
Energy generation, storage and distribution	34%	41%
New materials and composites	31%	30%
Semiconductors and computing technologies	28%	20%
Sensing, laser and optical technologies	16%	18%
Quantum and encryption	8%	12%
Biotechnology and gene technologies	7%	11%
Satellites and space technologies	5%	9%

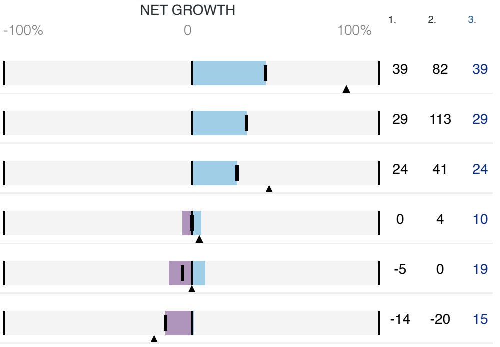
Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth 🟦 Job Growth 🟪 Job displacement ▌Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn



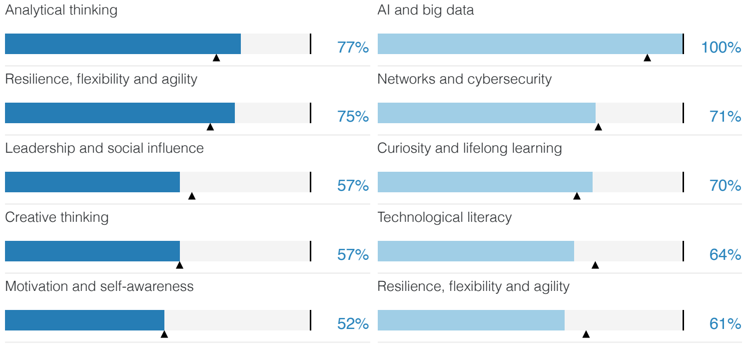
	1.	2.	3.
AI and Machine Learning Specialists	39	82	39
Big Data Specialists	29	113	29
Data Analysts and Scientists	24	41	24
General and Operations Managers	0	4	10
Assembly and Factory Workers	-5	0	19
Administrative Assistants and Executive Secretaries	-14	-20	15

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

🟦 Economy ▲ Global



CORE SKILLS OF 2025	
Analytical thinking	77%
Resilience, flexibility and agility	75%
Leadership and social influence	57%
Creative thinking	57%
Motivation and self-awareness	52%

SKILLS OF INCREASING USE BY 2030	
AI and big data	100%
Networks and cybersecurity	71%
Curiosity and lifelong learning	70%
Technological literacy	64%
Resilience, flexibility and agility	61%

Working Age Population (Millions)

Poland

26.5

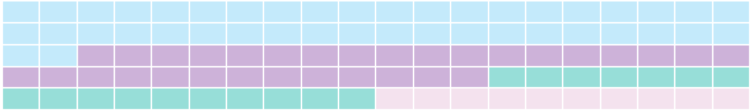
Upskilling and reskilling outlook

42 | Global 41
Would not need training by 2030

31 | Global 29
Would be upskilled in their current role

17 | Global 19
Would be upskilled and redeployed

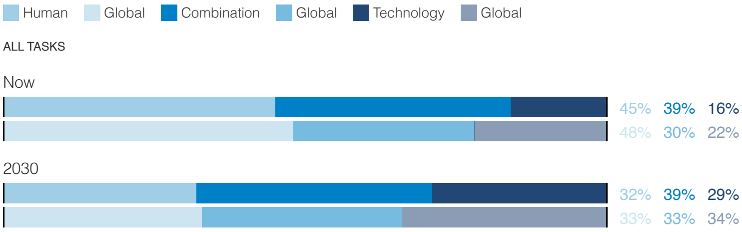
10 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

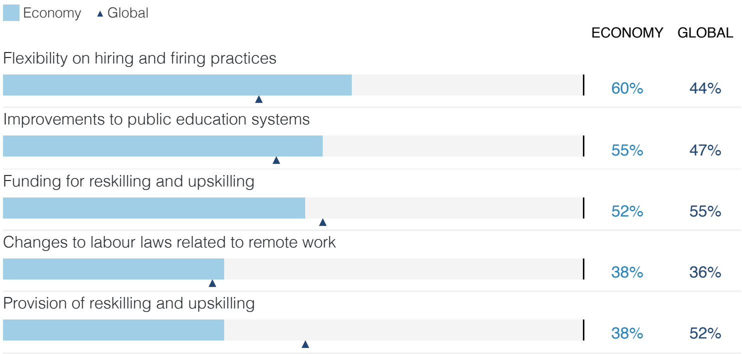
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

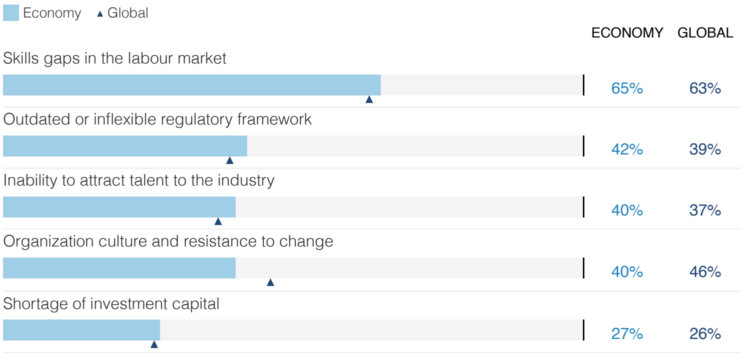
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

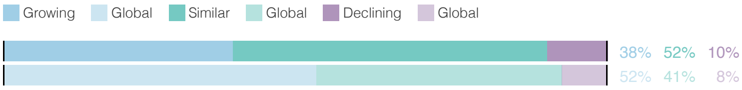
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

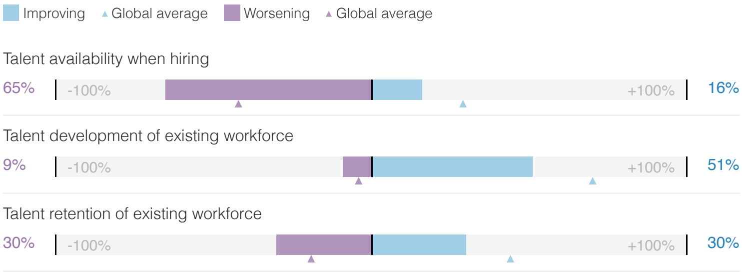
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

51 | Global 48
Targeted recruitment, retention and progression initiatives

42 | Global 51
Run comprehensive DEI training for managers and staff

37 | Global 39
Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

73 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

66 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

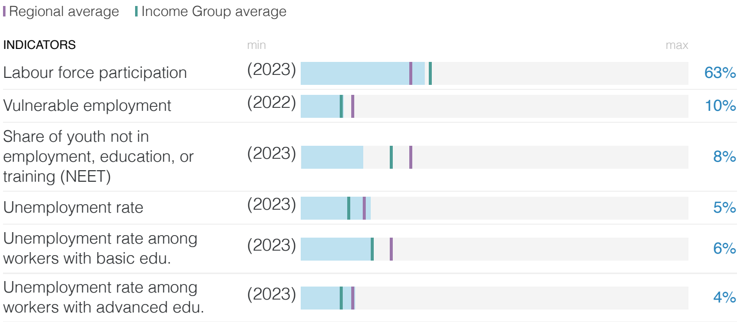
56 | Global 49
Re-orienting your organization to target new business opportunities created by AI

Portugal

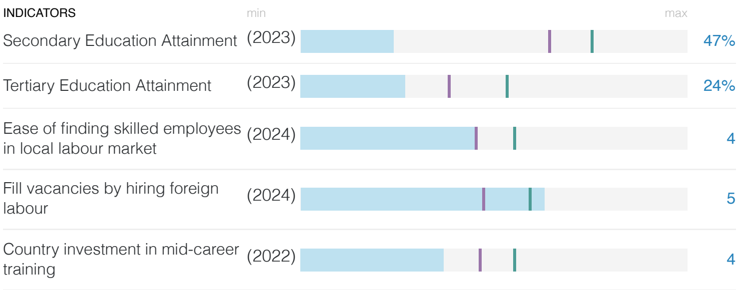
Working Age Population (Millions)

7.9

Contextual indicators



INDICATORS		
Labour force participation	(2023)	63%
Vulnerable employment	(2022)	10%
Share of youth not in employment, education, or training (NEET)	(2023)	8%
Unemployment rate	(2023)	5%
Unemployment rate among workers with basic edu.	(2023)	6%
Unemployment rate among workers with advanced edu.	(2023)	4%



INDICATORS		
Secondary Education Attainment	(2023)	47%
Tertiary Education Attainment	(2023)	24%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	4

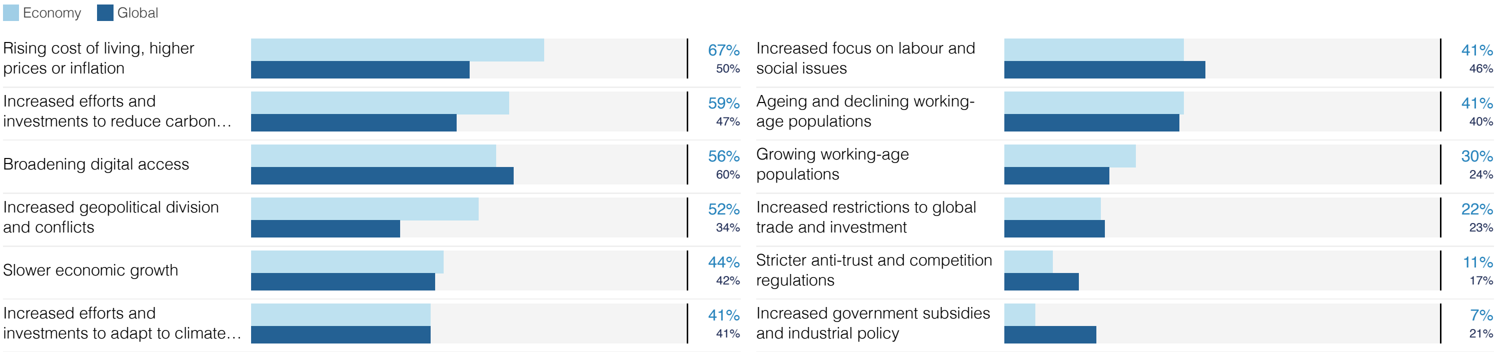
Jobs and Skills outlook

9%	Global 22%	**Labour-market churn** Five-year structural labour-force churn
44%	Global 39%	**Skill disruption** Shares of core skills which will change
87%	Global 83%	**Organizations with DEI priorities** Share of organizations with DEI priorities
93%	Global 88%	**AI exposure** Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

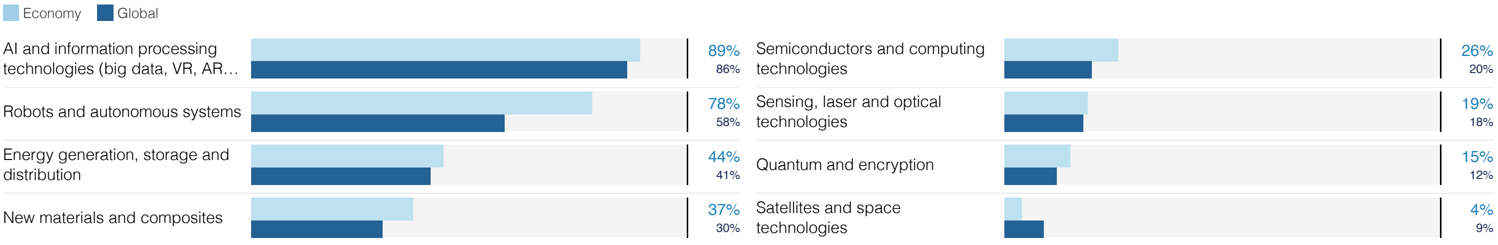


	Economy	Global
Rising cost of living, higher prices or inflation	67%	50%
Increased efforts and investments to reduce carbon…	59%	47%
Broadening digital access	56%	60%
Increased geopolitical division and conflicts	52%	34%
Slower economic growth	44%	42%
Increased efforts and investments to adapt to climate…	41%	41%
Increased focus on labour and social issues	41%	46%
Ageing and declining working-age populations	41%	40%
Growing working-age populations	30%	24%
Increased restrictions to global trade and investment	22%	23%
Stricter anti-trust and competition regulations	11%	17%
Increased government subsidies and industrial policy	7%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

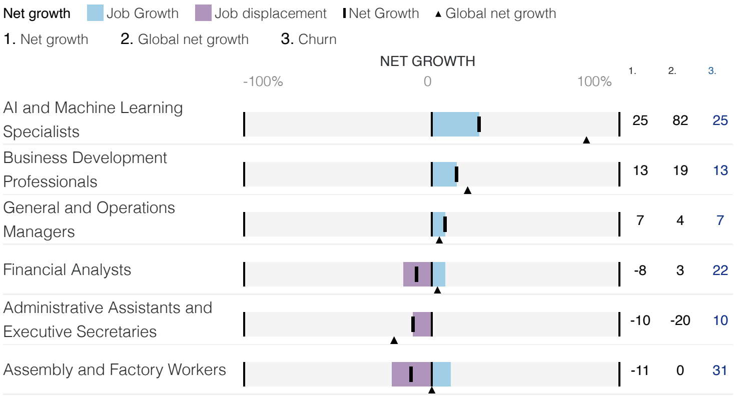


	Economy	Global
AI and information processing technologies (big data, VR, AR…	89%	86%
Robots and autonomous systems	78%	58%
Energy generation, storage and distribution	44%	41%
New materials and composites	37%	30%
Semiconductors and computing technologies	26%	20%
Sensing, laser and optical technologies	19%	18%
Quantum and encryption	15%	12%
Satellites and space technologies	4%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



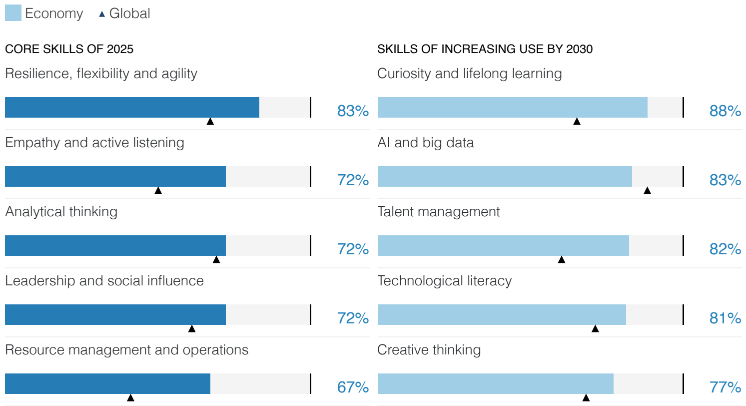
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	25	82	25
Business Development Professionals	13	19	13
General and Operations Managers	7	4	7
Financial Analysts	-8	3	22
Administrative Assistants and Executive Secretaries	-10	-20	10
Assembly and Factory Workers	-11	0	31

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Resilience, flexibility and agility	83%
Empathy and active listening	72%
Analytical thinking	72%
Leadership and social influence	72%
Resource management and operations	67%

SKILLS OF INCREASING USE BY 2030	
Curiosity and lifelong learning	88%
AI and big data	83%
Talent management	82%
Technological literacy	81%
Creative thinking	77%

Portugal

7.9

Upskilling and reskilling outlook

29 | Global 41

Would not need training by 2030

38 | Global 29

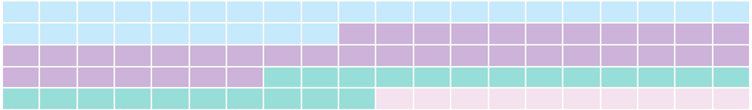
Would be upskilled in their current role

23 | Global 19

Would be upskilled and redeployed

10 | Global 11

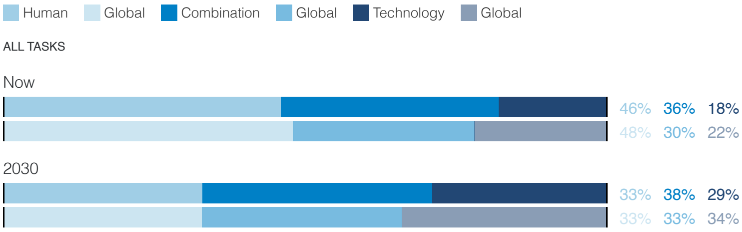
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

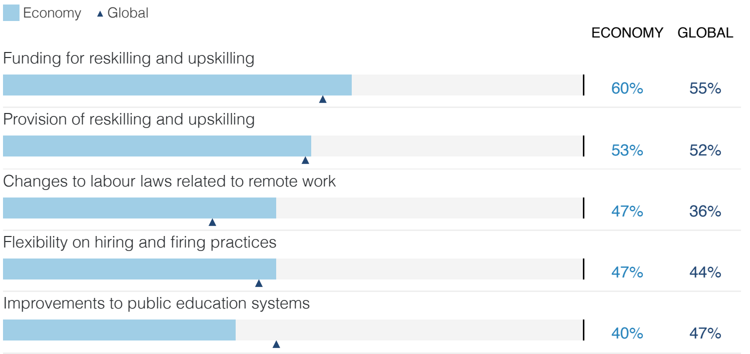
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

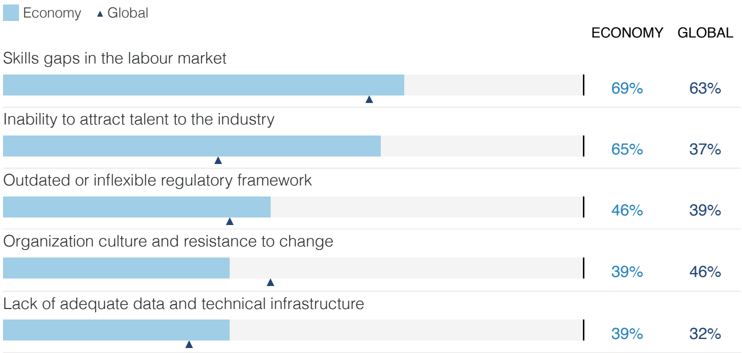
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

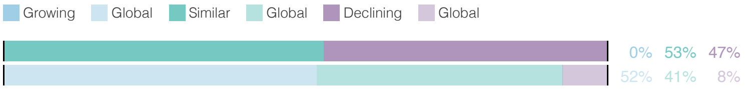
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

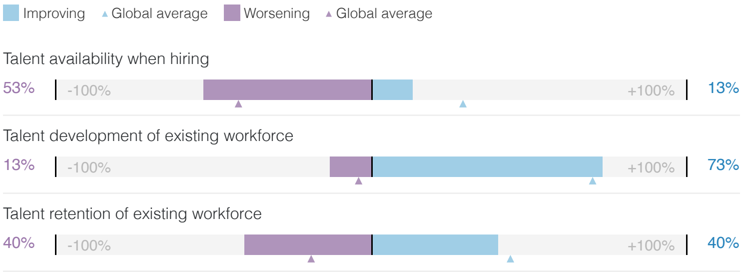
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

53 | Global 51

Run comprehensive DEI training for managers and staff

53 | Global 48

Targeted recruitment, retention and progression initiatives

53 | Global 33

Anti-harrasment protocols

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

93 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

79 | Global 62

Hiring new people with skills to better work alongside AI

79 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

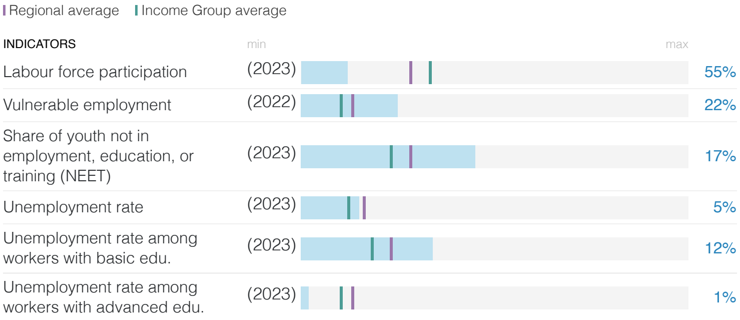
Economy Profile

Working Age Population (Millions)

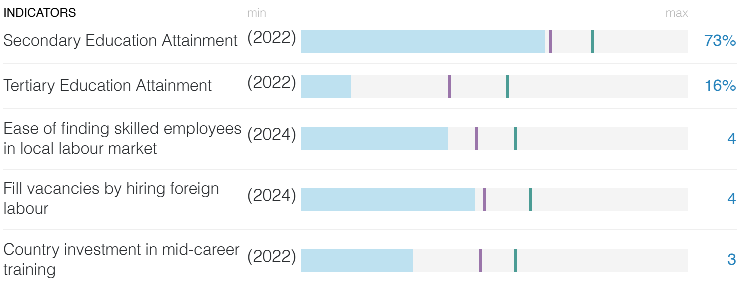
Romania

13.8

Contextual indicators



INDICATORS		
Labour force participation	(2023)	55%
Vulnerable employment	(2022)	22%
Share of youth not in employment, education, or training (NEET)	(2023)	17%
Unemployment rate	(2023)	5%
Unemployment rate among workers with basic edu.	(2023)	12%
Unemployment rate among workers with advanced edu.	(2023)	1%



INDICATORS		
Secondary Education Attainment	(2022)	73%
Tertiary Education Attainment	(2022)	16%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

19% | Global 22%

Labour-market churn
Five-year structural labour-force churn

37% | Global 39%

Skill disruption
Shares of core skills which will change

82% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

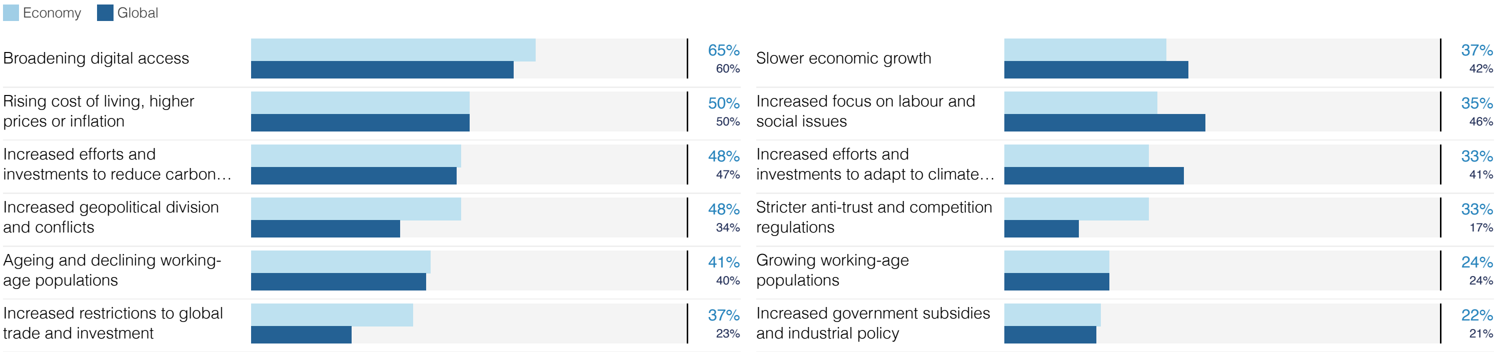
91% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

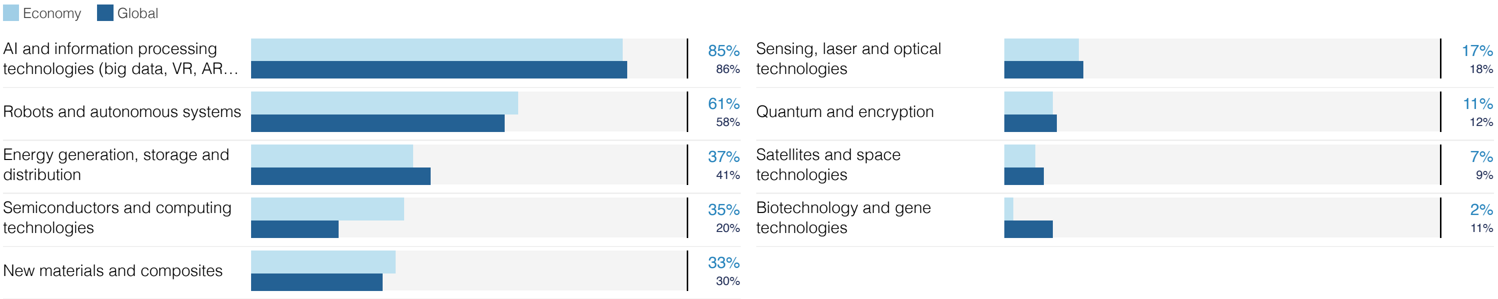


Broadening digital access	65%	60%
Rising cost of living, higher prices or inflation	50%	50%
Increased efforts and investments to reduce carbon…	48%	47%
Increased geopolitical division and conflicts	48%	34%
Ageing and declining working-age populations	41%	40%
Increased restrictions to global trade and investment	37%	23%
Slower economic growth	37%	42%
Increased focus on labour and social issues	35%	46%
Increased efforts and investments to adapt to climate…	33%	41%
Stricter anti-trust and competition regulations	33%	17%
Growing working-age populations	24%	24%
Increased government subsidies and industrial policy	22%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

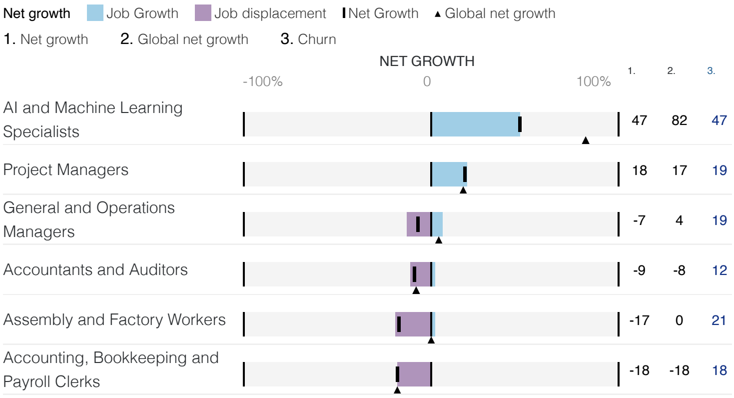


AI and information processing technologies (big data, VR, AR…	85%	86%
Robots and autonomous systems	61%	58%
Energy generation, storage and distribution	37%	41%
Semiconductors and computing technologies	35%	20%
New materials and composites	33%	30%
Sensing, laser and optical technologies	17%	18%
Quantum and encryption	11%	12%
Satellites and space technologies	7%	9%
Biotechnology and gene technologies	2%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



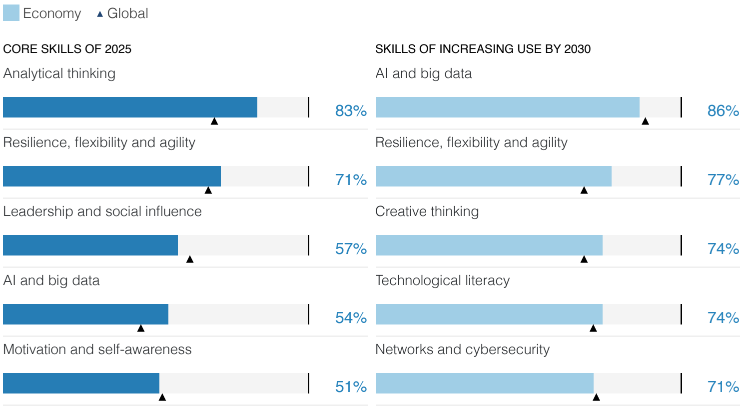
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	47	82	47
Project Managers	18	17	19
General and Operations Managers	-7	4	19
Accountants and Auditors	-9	-8	12
Assembly and Factory Workers	-17	0	21
Accounting, Bookkeeping and Payroll Clerks	-18	-18	18

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	83%	AI and big data	86%
Resilience, flexibility and agility	71%	Resilience, flexibility and agility	77%
Leadership and social influence	57%	Creative thinking	74%
AI and big data	54%	Technological literacy	74%
Motivation and self-awareness	51%	Networks and cybersecurity	71%

Romania

Working Age Population (Millions)

13.8

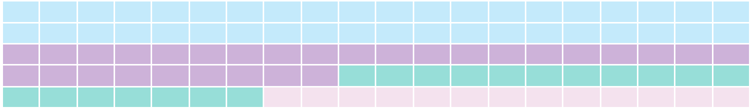
Upskilling and reskilling outlook

40 | Global 41
Would not need training by 2030

29 | Global 29
Would be upskilled in their current role

18 | Global 19
Would be upskilled and redeployed

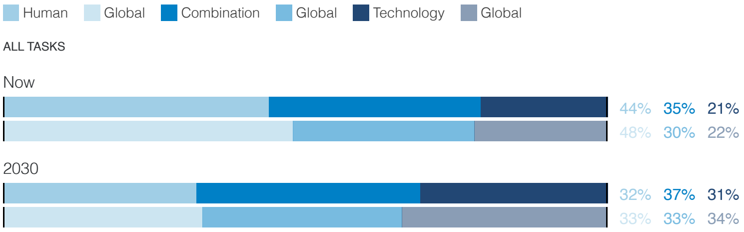
14 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

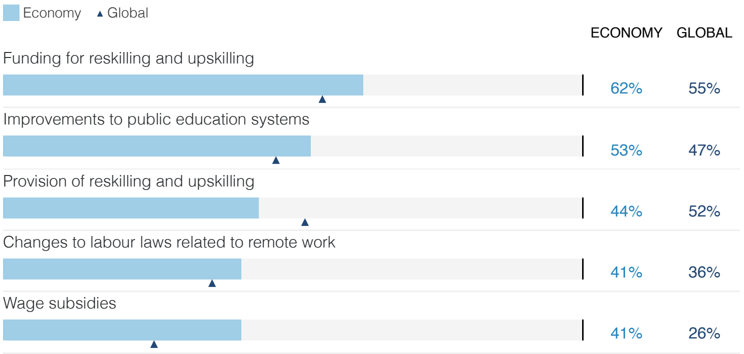
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

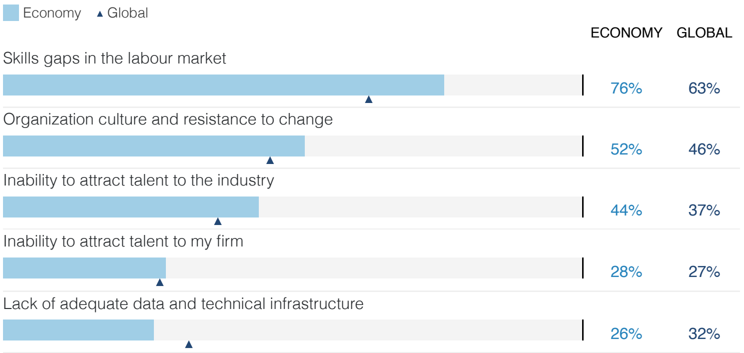


	ECONOMY	GLOBAL
Funding for reskilling and upskilling	62%	55%
Improvements to public education systems	53%	47%
Provision of reskilling and upskilling	44%	52%
Changes to labour laws related to remote work	41%	36%
Wage subsidies	41%	26%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

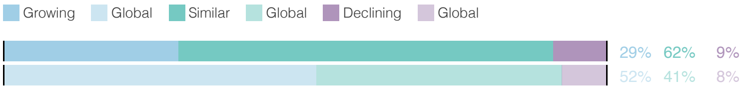


	ECONOMY	GLOBAL
Skills gaps in the labour market	76%	63%
Organization culture and resistance to change	52%	46%
Inability to attract talent to the industry	44%	37%
Inability to attract talent to my firm	28%	27%
Lack of adequate data and technical infrastructure	26%	32%

Wage outlook

Wage trends

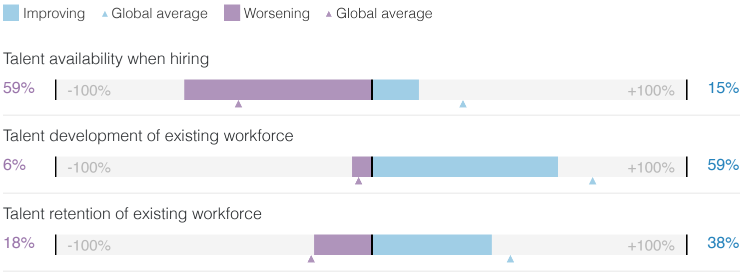
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

47 | Global 51
Run comprehensive DEI training for managers and staff

38 | Global 27
Embed DEI goals and solutions across the supply chain

35 | Global 42
Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

82 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

67 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

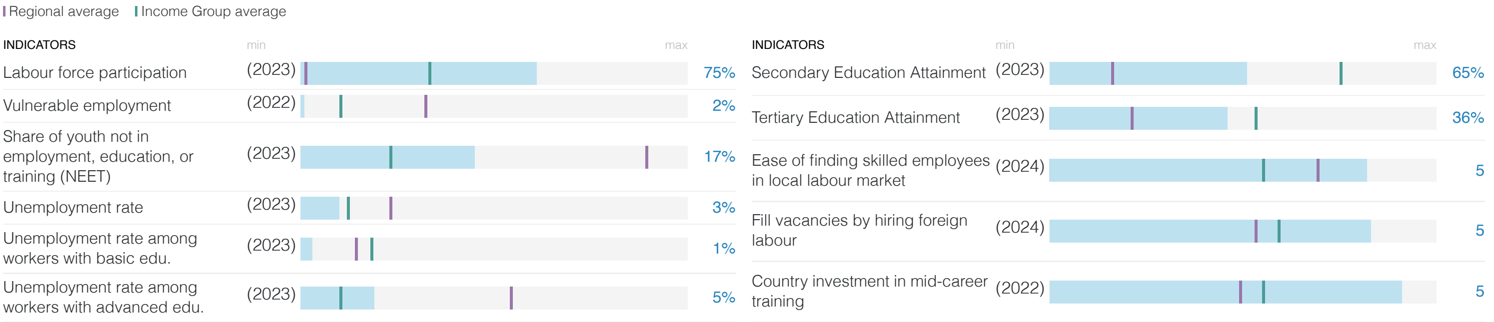
61 | Global 49
Re-orienting your organization to target new business opportunities created by AI

Working Age Population (Millions)

Saudi Arabia

N/A

Contextual indicators



INDICATORS		
Labour force participation	(2023)	75%
Vulnerable employment	(2022)	2%
Share of youth not in employment, education, or training (NEET)	(2023)	17%
Unemployment rate	(2023)	3%
Unemployment rate among workers with basic edu.	(2023)	1%
Unemployment rate among workers with advanced edu.	(2023)	5%

INDICATORS		
Secondary Education Attainment	(2023)	65%
Tertiary Education Attainment	(2023)	36%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

16% | Global 22%

Labour-market churn

Five-year structural labour-force churn

40% | Global 39%

Skill disruption

Shares of core skills which will change

85% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

73% | Global 88%

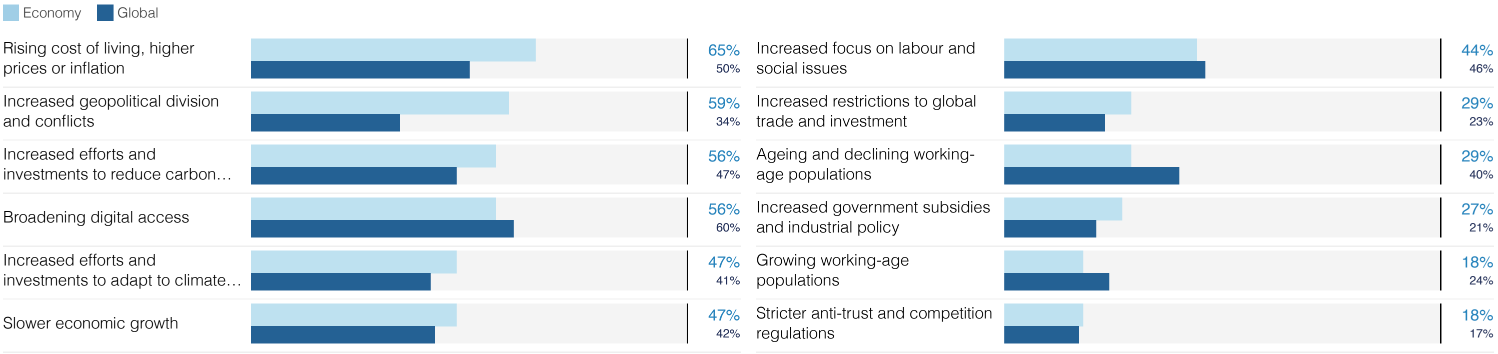
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

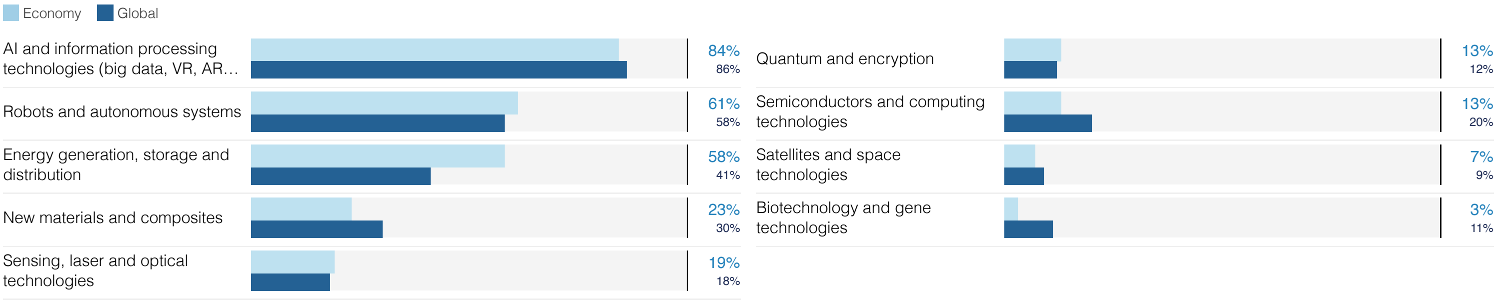


Rising cost of living, higher prices or inflation	65%	50%
Increased geopolitical division and conflicts	59%	34%
Increased efforts and investments to reduce carbon…	56%	47%
Broadening digital access	56%	60%
Increased efforts and investments to adapt to climate…	47%	41%
Slower economic growth	47%	42%
Increased focus on labour and social issues	44%	46%
Increased restrictions to global trade and investment	29%	23%
Ageing and declining working-age populations	29%	40%
Increased government subsidies and industrial policy	27%	21%
Growing working-age populations	18%	24%
Stricter anti-trust and competition regulations	18%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

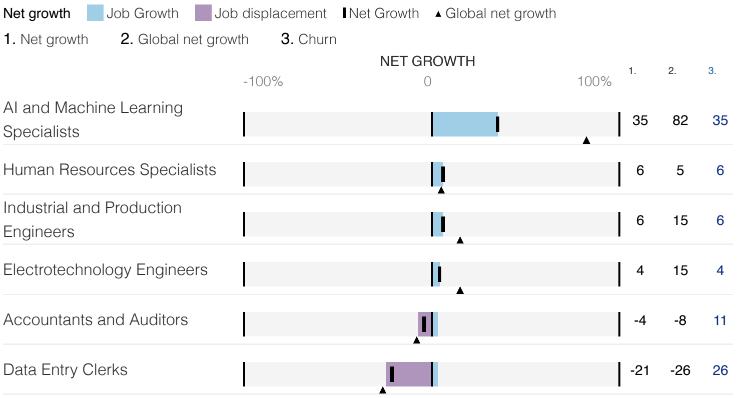


AI and information processing technologies (big data, VR, AR…	84%	86%
Robots and autonomous systems	61%	58%
Energy generation, storage and distribution	58%	41%
New materials and composites	23%	30%
Sensing, laser and optical technologies	19%	18%
Quantum and encryption	13%	12%
Semiconductors and computing technologies	13%	20%
Satellites and space technologies	7%	9%
Biotechnology and gene technologies	3%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

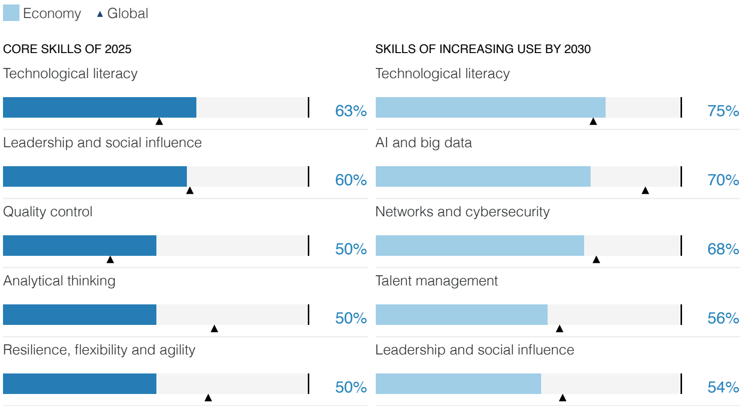


	1.	2.	3.
AI and Machine Learning Specialists	35	82	35
Human Resources Specialists	6	5	6
Industrial and Production Engineers	6	15	6
Electrotechnology Engineers	4	15	4
Accountants and Auditors	-4	-8	11
Data Entry Clerks	-21	-26	26

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Technological literacy	63%
Leadership and social influence	60%
Quality control	50%
Analytical thinking	50%
Resilience, flexibility and agility	50%

SKILLS OF INCREASING USE BY 2030	
Technological literacy	75%
AI and big data	70%
Networks and cybersecurity	68%
Talent management	56%
Leadership and social influence	54%

Working Age Population (Millions)

Saudi Arabia

N/A

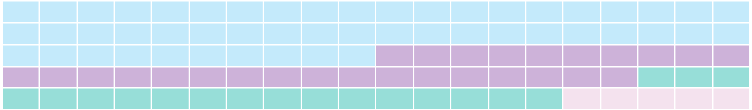
Upskilling and reskilling outlook

50 | Global 41
Would not need training by 2030

27 | Global 29
Would be upskilled in their current role

18 | Global 19
Would be upskilled and redeployed

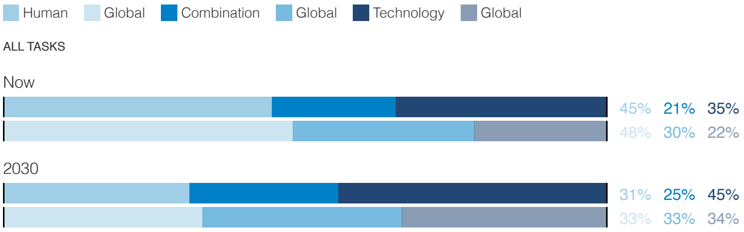
5 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

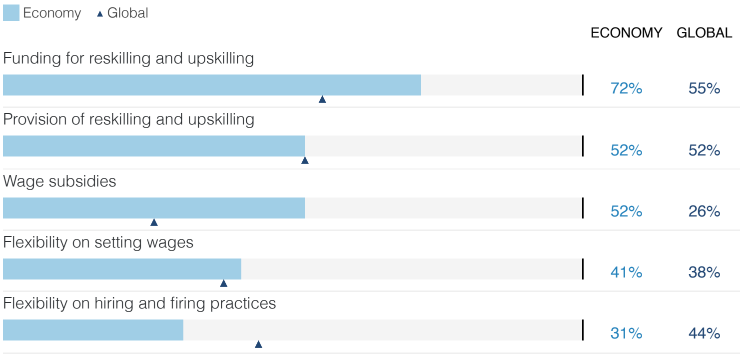
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

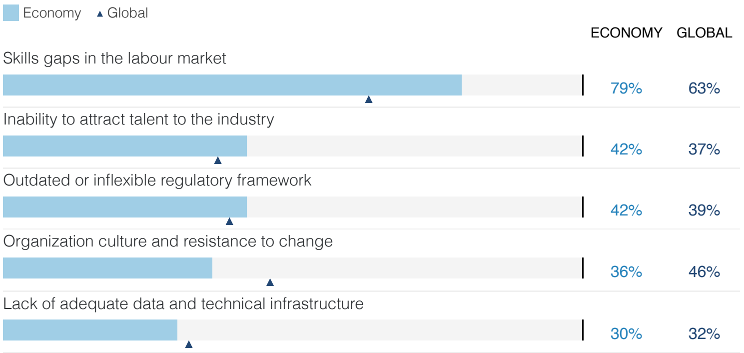
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

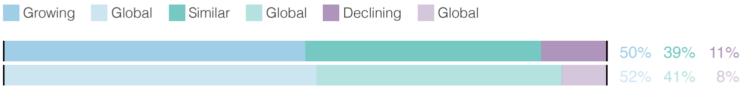
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

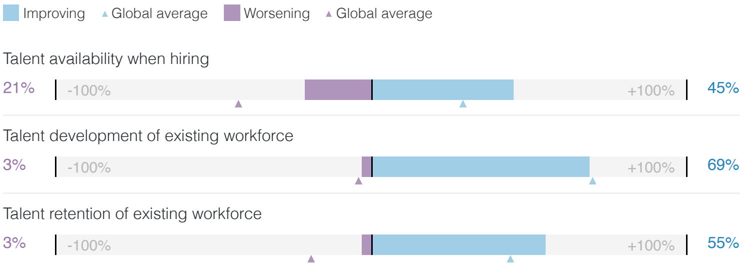
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

52 | Global 42
Set DEI goals, targets or quotas

44 | Global 51
Run comprehensive DEI training for managers and staff

41 | Global 48
Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

73 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

58 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

50 | Global 47
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

Economy Profile

Serbia

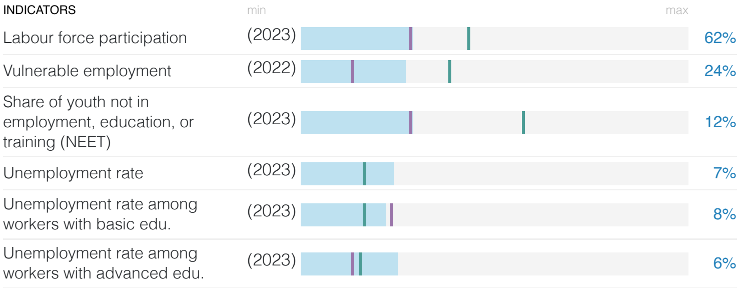
1 / 2

Working Age Population (Millions)

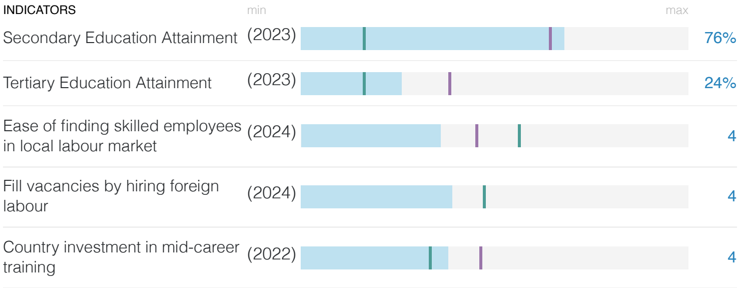
5.0

Contextual indicators

▮ Regional average ▮ Income Group average



INDICATORS		
Labour force participation	(2023)	62%
Vulnerable employment	(2022)	24%
Share of youth not in employment, education, or training (NEET)	(2023)	12%
Unemployment rate	(2023)	7%
Unemployment rate among workers with basic edu.	(2023)	8%
Unemployment rate among workers with advanced edu.	(2023)	6%



INDICATORS		
Secondary Education Attainment	(2023)	76%
Tertiary Education Attainment	(2023)	24%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

18% | Global 22%

Labour-market churn

Five-year structural labour-force churn

39% | Global 39%

Skill disruption

Shares of core skills which will change

74% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

83% | Global 88%

AI exposure

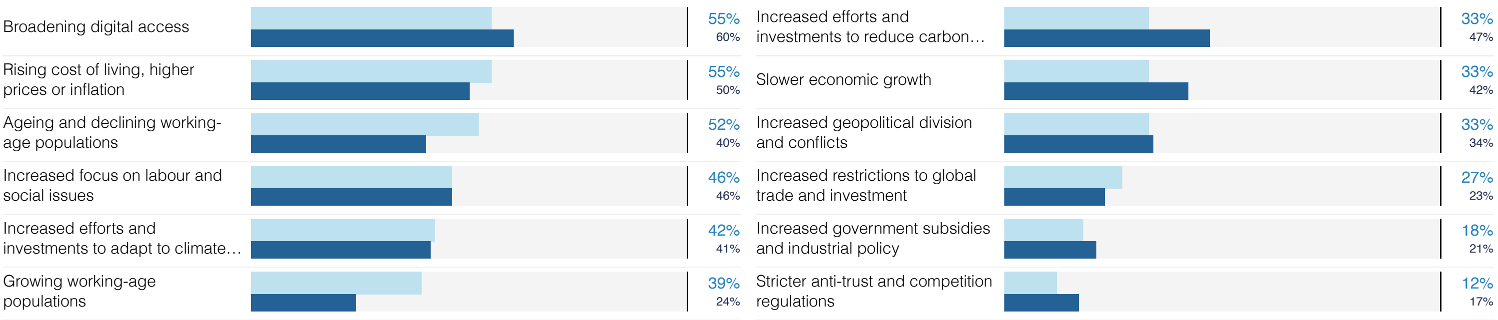
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

▇ Economy ▇ Global



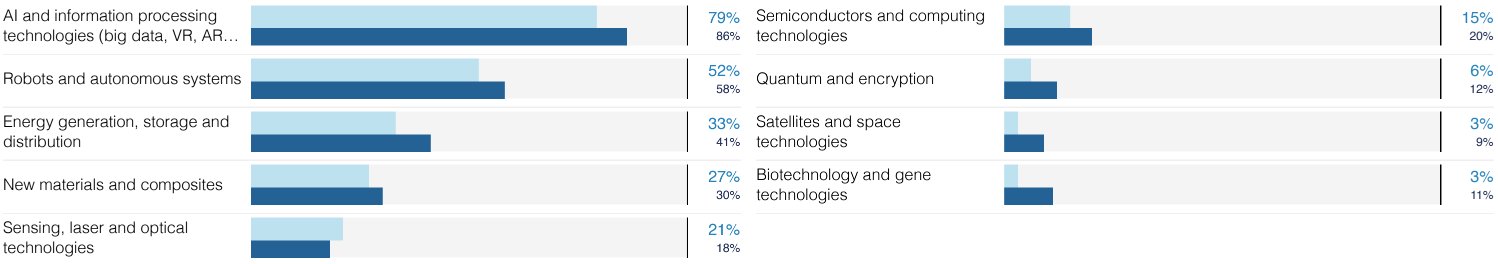
	Economy	Global
Broadening digital access	55%	60%
Rising cost of living, higher prices or inflation	55%	50%
Ageing and declining working-age populations	52%	40%
Increased focus on labour and social issues	46%	46%
Increased efforts and investments to adapt to climate…	42%	41%
Growing working-age populations	39%	24%
Increased efforts and investments to reduce carbon…	33%	47%
Slower economic growth	33%	42%
Increased geopolitical division and conflicts	33%	34%
Increased restrictions to global trade and investment	27%	23%
Increased government subsidies and industrial policy	18%	21%
Stricter anti-trust and competition regulations	12%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

▇ Economy ▇ Global



	Economy	Global
AI and information processing technologies (big data, VR, AR…	79%	86%
Robots and autonomous systems	52%	58%
Energy generation, storage and distribution	33%	41%
New materials and composites	27%	30%
Sensing, laser and optical technologies	21%	18%
Semiconductors and computing technologies	15%	20%
Quantum and encryption	6%	12%
Satellites and space technologies	3%	9%
Biotechnology and gene technologies	3%	11%

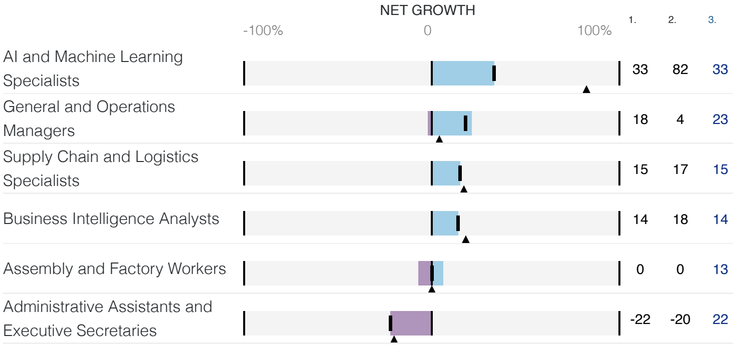
Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth ▇ Job Growth ▇ Job displacement ▮ Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn



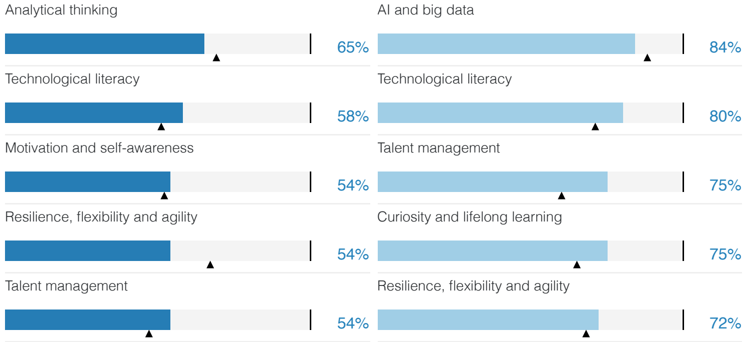
	1.	2.	3.
AI and Machine Learning Specialists	33	82	33
General and Operations Managers	18	4	23
Supply Chain and Logistics Specialists	15	17	15
Business Intelligence Analysts	14	18	14
Assembly and Factory Workers	0	0	13
Administrative Assistants and Executive Secretaries	-22	-20	22

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

▇ Economy ▲ Global



CORE SKILLS OF 2025	
Analytical thinking	65%
Technological literacy	58%
Motivation and self-awareness	54%
Resilience, flexibility and agility	54%
Talent management	54%

SKILLS OF INCREASING USE BY 2030	
AI and big data	84%
Technological literacy	80%
Talent management	75%
Curiosity and lifelong learning	75%
Resilience, flexibility and agility	72%

Serbia

Working Age Population (Millions)
5.0

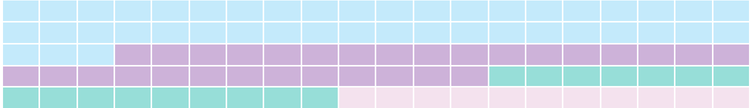
Upskilling and reskilling outlook

43 | Global 41
Would not need training by 2030

30 | Global 29
Would be upskilled in their current role

16 | Global 19
Would be upskilled and redeployed

11 | Global 11
Would be unlikely to upskill



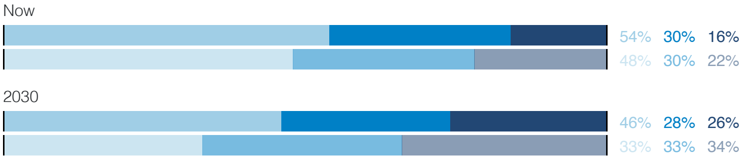
Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

Human | Global | Combination | Global | Technology | Global

ALL TASKS



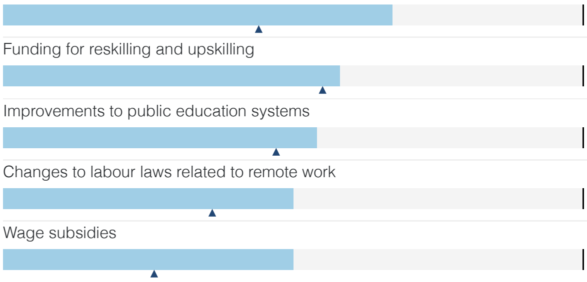
	Human	Combination	Technology
Now	54%	30%	16%
Now (Global)	48%	30%	22%
2030	46%	28%	26%
2030 (Global)	33%	33%	34%

Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

Economy ▲ Global



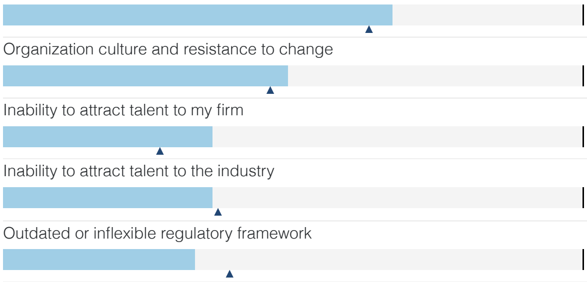
	ECONOMY	GLOBAL
Flexibility on hiring and firing practices	67%	44%
Funding for reskilling and upskilling	58%	55%
Improvements to public education systems	54%	47%
Changes to labour laws related to remote work	50%	36%
Wage subsidies	50%	26%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

Economy ▲ Global



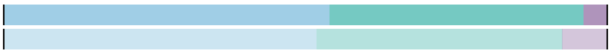
	ECONOMY	GLOBAL
Skills gaps in the labour market	67%	63%
Organization culture and resistance to change	49%	46%
Inability to attract talent to my firm	36%	27%
Inability to attract talent to the industry	36%	37%
Outdated or inflexible regulatory framework	33%	39%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

Growing | Global | Similar | Global | Declining | Global



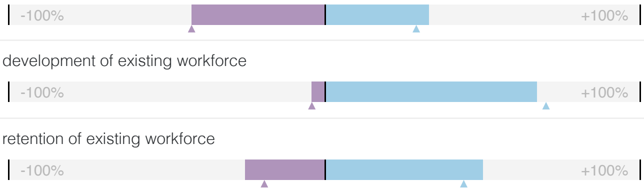
	Growing	Similar	Declining
Economy	54%	42%	4%
Global	52%	41%	8%

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years

Improving ▲ Global average | Worsening ▲ Global average



	Worsening	Improving
Talent availability when hiring	42%	33%
Talent development of existing workforce	4%	67%
Talent retention of existing workforce	25%	50%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

44 | Global 51
Run comprehensive DEI training for managers and staff

39 | Global 39
Pay equity reviews and salary audits

35 | Global 27
Embed DEI goals and solutions across the supply chain

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

58 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

58 | Global 62
Hiring new people with skills to better work alongside AI

58 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

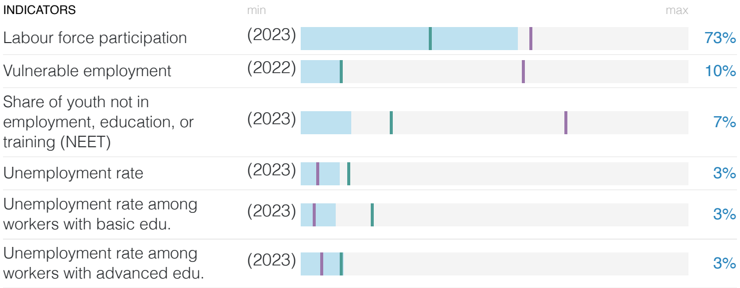
Economy Profile 1 / 2 Working Age Population (Millions)

Singapore

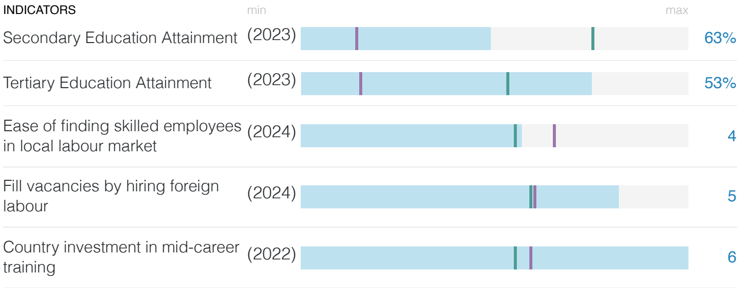
3.1

Contextual indicators

▮Regional average ▮Income Group average



INDICATORS			
Labour force participation	(2023)		73%
Vulnerable employment	(2022)		10%
Share of youth not in employment, education, or training (NEET)	(2023)		7%
Unemployment rate	(2023)		3%
Unemployment rate among workers with basic edu.	(2023)		3%
Unemployment rate among workers with advanced edu.	(2023)		3%



INDICATORS			
Secondary Education Attainment	(2023)		63%
Tertiary Education Attainment	(2023)		53%
Ease of finding skilled employees in local labour market	(2024)		4
Fill vacancies by hiring foreign labour	(2024)		5
Country investment in mid-career training	(2022)		6

Jobs and Skills outlook

28% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

94% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

97% | Global 88%

AI exposure

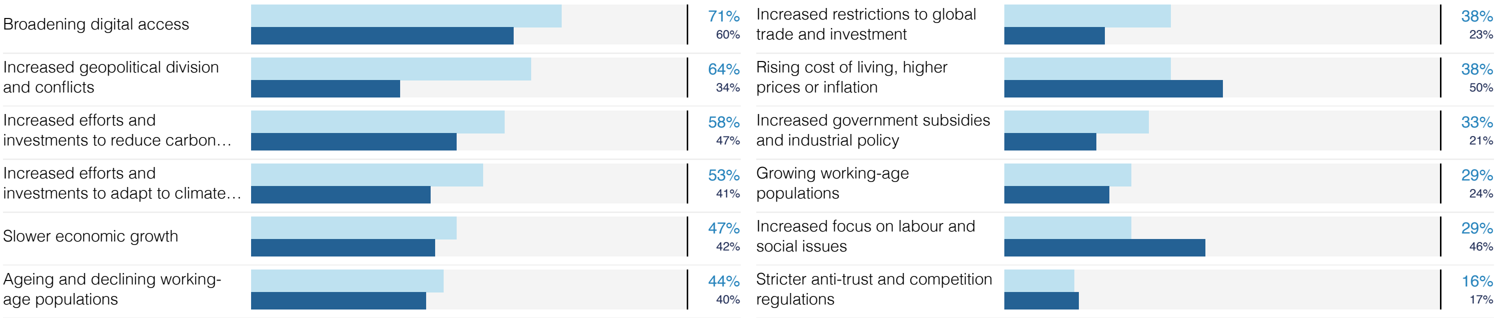
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

🟦 Economy ■ Global



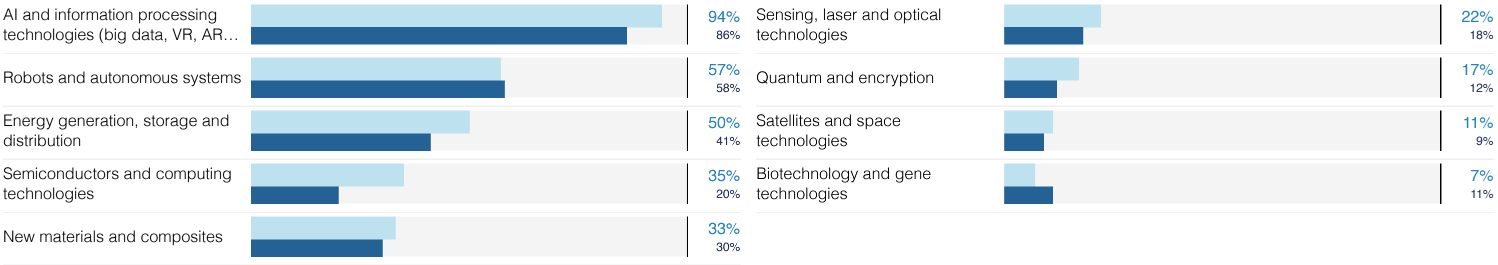
	Economy	Global
Broadening digital access	71%	60%
Increased geopolitical division and conflicts	64%	34%
Increased efforts and investments to reduce carbon…	58%	47%
Increased efforts and investments to adapt to climate…	53%	41%
Slower economic growth	47%	42%
Ageing and declining working-age populations	44%	40%
Increased restrictions to global trade and investment	38%	23%
Rising cost of living, higher prices or inflation	38%	50%
Increased government subsidies and industrial policy	33%	21%
Growing working-age populations	29%	24%
Increased focus on labour and social issues	29%	46%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

🟦 Economy ■ Global



	Economy	Global
AI and information processing technologies (big data, VR, AR…	94%	86%
Robots and autonomous systems	57%	58%
Energy generation, storage and distribution	50%	41%
Semiconductors and computing technologies	35%	20%
New materials and composites	33%	30%
Sensing, laser and optical technologies	22%	18%
Quantum and encryption	17%	12%
Satellites and space technologies	11%	9%
Biotechnology and gene technologies	7%	11%

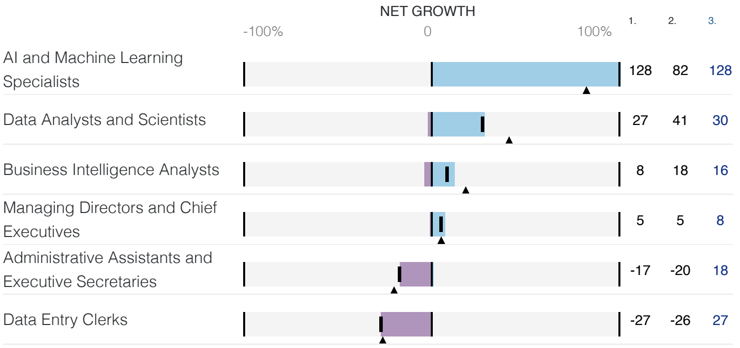
Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth 🟦 Job Growth 🟪 Job displacement ▮Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn



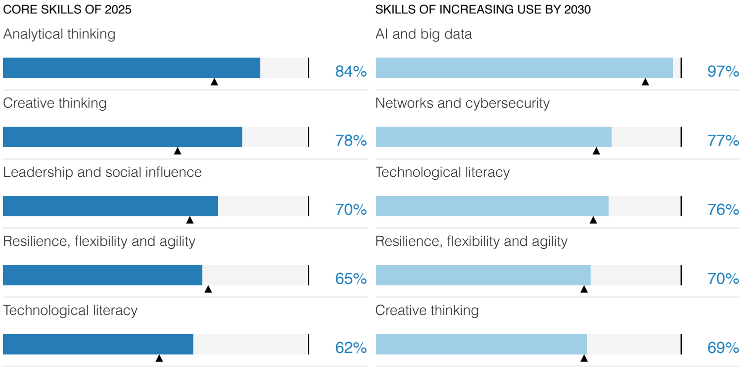
	1.	2.	3.
AI and Machine Learning Specialists	128	82	128
Data Analysts and Scientists	27	41	30
Business Intelligence Analysts	8	18	16
Managing Directors and Chief Executives	5	5	8
Administrative Assistants and Executive Secretaries	-17	-20	18
Data Entry Clerks	-27	-26	27

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

🟦 Economy ▲ Global



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	84%	AI and big data	97%
Creative thinking	78%	Networks and cybersecurity	77%
Leadership and social influence	70%	Technological literacy	76%
Resilience, flexibility and agility	65%	Resilience, flexibility and agility	70%
Technological literacy	62%	Creative thinking	69%

Singapore

Working Age Population (Millions)

3.1

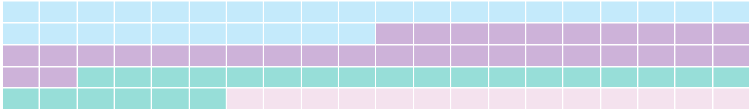
Upskilling and reskilling outlook

30 | Global 41
Would not need training by 2030

32 | Global 29
Would be upskilled in their current role

24 | Global 19
Would be upskilled and redeployed

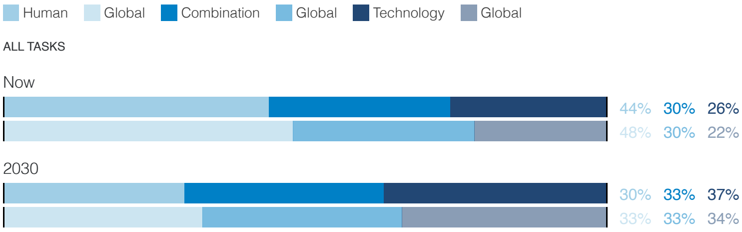
14 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

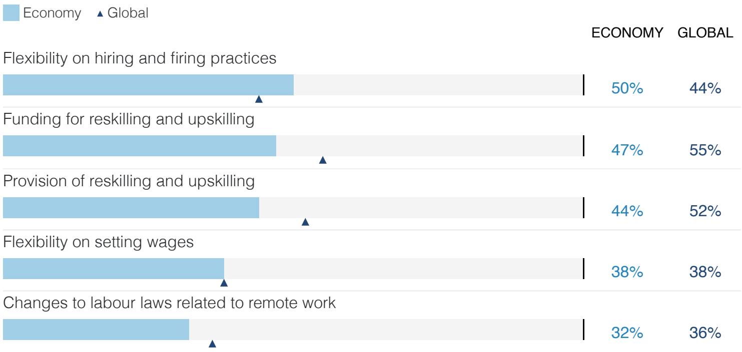
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

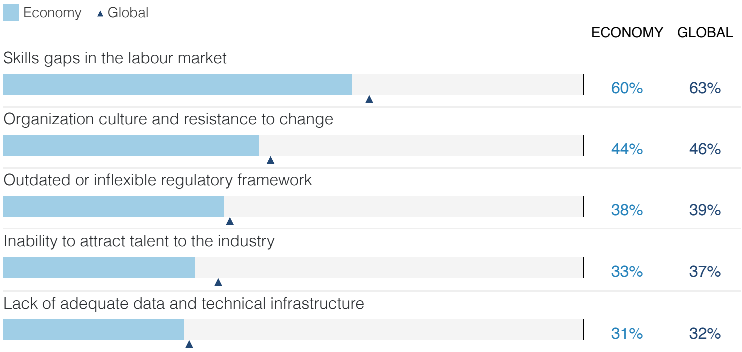
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

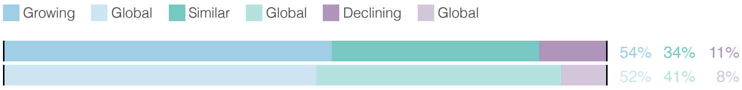
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

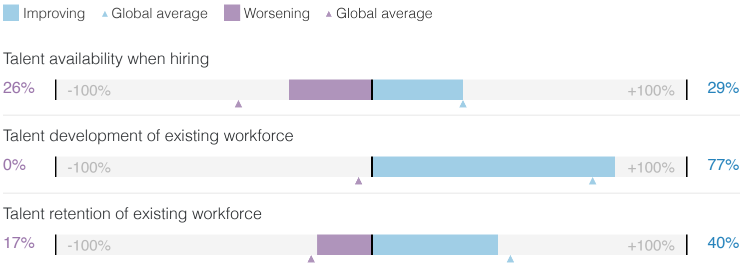
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

71 | Global 48
Targeted recruitment, retention and progression initiatives

56 | Global 42
Set DEI goals, targets or quotas

53 | Global 51
Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

82 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

79 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

62 | Global 49
Re-orienting your organization to target new business opportunities created by AI

Slovenia

Working Age Population (Millions)

1.6

Contextual indicators

| Regional average | Income Group average

INDICATORS		
Labour force participation	(2023)	61%
Vulnerable employment	(2022)	11%
Share of youth not in employment, education, or training (NEET)	(2023)	7%
Unemployment rate	(2023)	3%
Unemployment rate among workers with basic edu.	(2023)	7%
Unemployment rate among workers with advanced edu.	(2023)	2%

INDICATORS		
Secondary Education Attainment	(2022)	86%
Tertiary Education Attainment	(2022)	35%
Ease of finding skilled employees in local labour market	(2024)	3
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

12% | Global 22%
Labour-market churn
Five-year structural labour-force churn

37% | Global 39%
Skill disruption
Shares of core skills which will change

79% | Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities

75% | Global 88%
AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

	Economy	Global
Ageing and declining working-age populations	68%	40%
Increased focus on labour and social issues	55%	46%
Broadening digital access	48%	60%
Increased efforts and investments to reduce carbon…	45%	47%
Growing working-age populations	45%	24%
Rising cost of living, higher prices or inflation	45%	50%
Increased efforts and investments to adapt to climate…	36%	41%
Slower economic growth	29%	42%
Increased geopolitical division and conflicts	26%	34%
Increased government subsidies and industrial policy	10%	21%
Increased restrictions to global trade and investment	10%	23%
Stricter anti-trust and competition regulations	10%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

	Economy	Global
AI and information processing technologies (big data, VR, AR…	84%	86%
Robots and autonomous systems	61%	58%
Energy generation, storage and distribution	48%	41%
New materials and composites	45%	30%
Sensing, laser and optical technologies	13%	18%
Semiconductors and computing technologies	13%	20%
Biotechnology and gene technologies	10%	11%
Satellites and space technologies	7%	9%
Quantum and encryption	7%	12%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth | Job Growth | Job displacement | Net Growth | ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	59	82	59
Business Development Professionals	21	19	21
Accountants and Auditors	5	-8	15
Assembly and Factory Workers	-10	0	15
Accounting, Bookkeeping and Payroll Clerks	-16	-18	16
Administrative Assistants and Executive Secretaries	-18	-20	18

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy ▲ Global

CORE SKILLS OF 2025	
Analytical thinking	58%
Motivation and self-awareness	54%
Technological literacy	54%
Resilience, flexibility and agility	54%
Quality control	50%

SKILLS OF INCREASING USE BY 2030	
AI and big data	88%
Resilience, flexibility and agility	75%
Networks and cybersecurity	68%
Talent management	65%
Design and user experience	64%

Slovenia

Working Age Population (Millions)

1.6

Upskilling and reskilling outlook

48 | Global 41

Would not need training by 2030

27 | Global 29

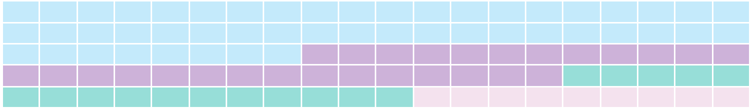
Would be upskilled in their current role

16 | Global 19

Would be upskilled and redeployed

10 | Global 11

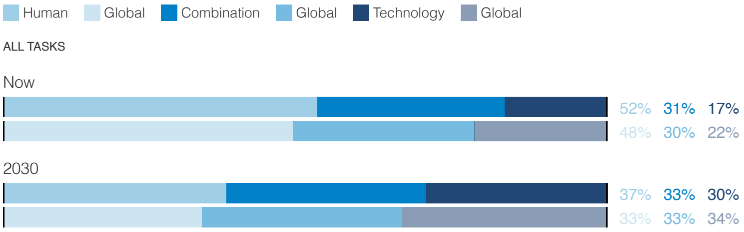
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

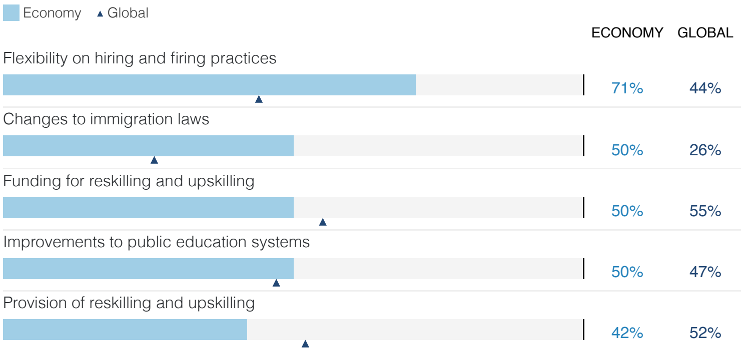
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

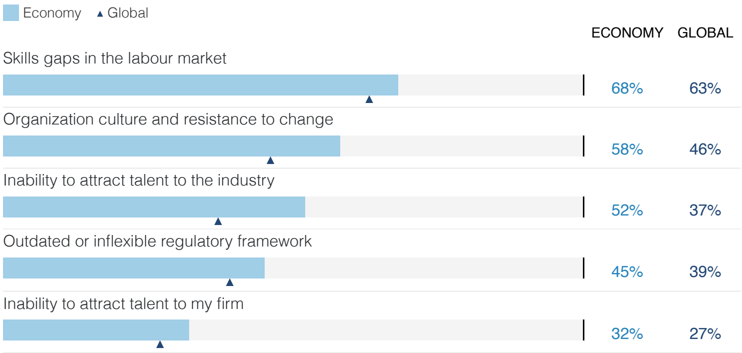
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

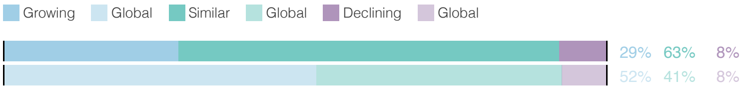
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

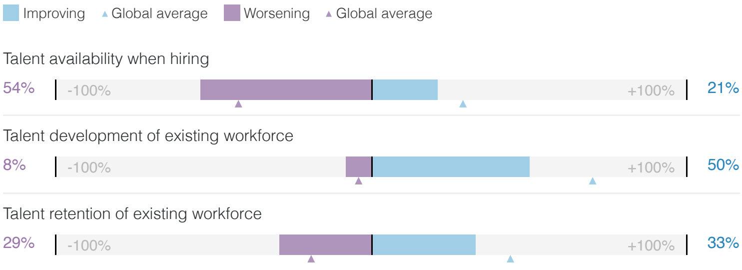
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

38 | Global 51

Run comprehensive DEI training for managers and staff

38 | Global 39

Pay equity reviews and salary audits

38 | Global 26

Support workers with caregiving responsibilities

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

63 | Global 62

Hiring new people with skills to better work alongside AI

63 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

58 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

Economy Profile

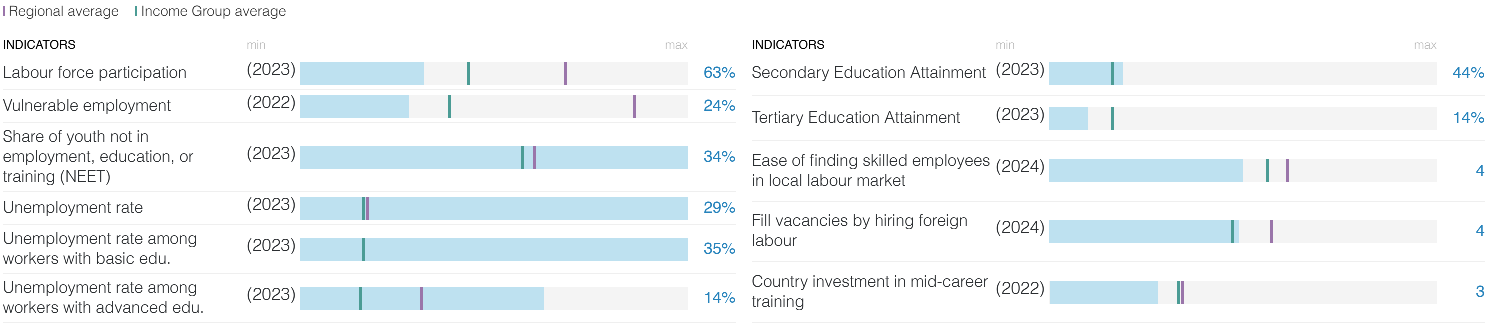
1 / 2

Working Age Population (Millions)

South Africa

34.6

Contextual indicators



Jobs and Skills outlook

36% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

88% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

93% | Global 88%

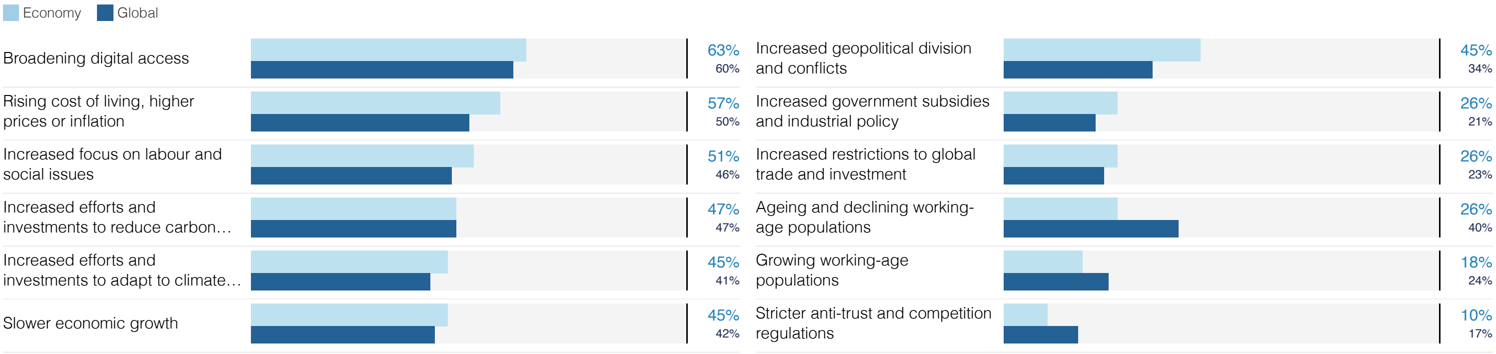
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

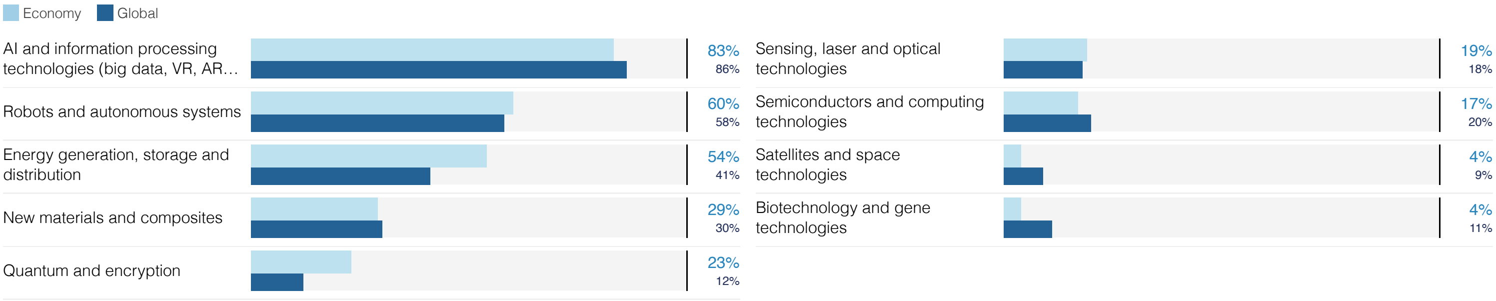
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

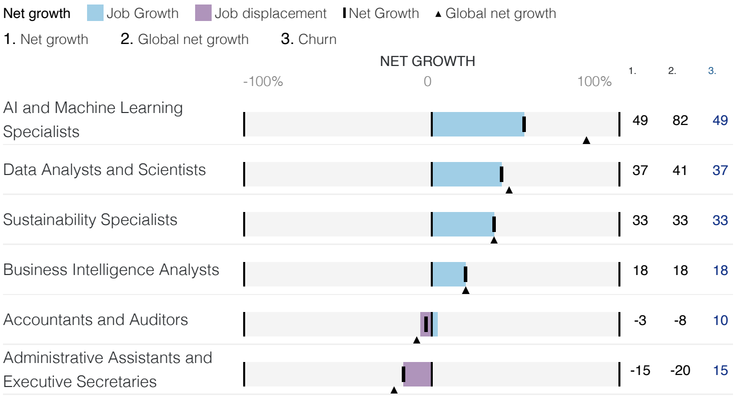
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

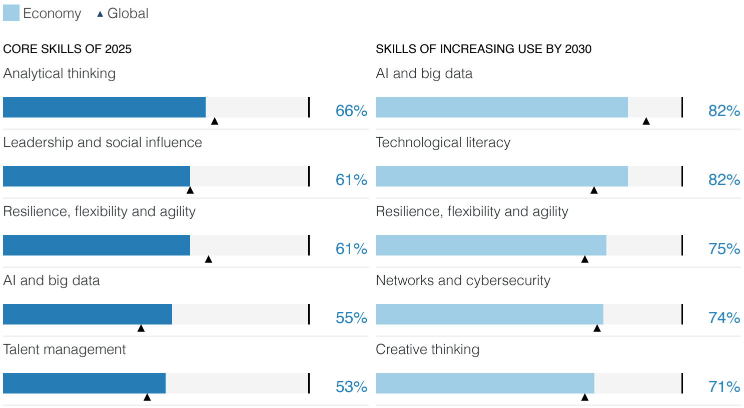
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Working Age Population (Millions)

South Africa

34.6

Upskilling and reskilling outlook

40 | Global 41

Would not need training by 2030

29 | Global 29

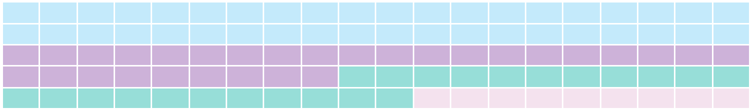
Would be upskilled in their current role

22 | Global 19

Would be upskilled and redeployed

10 | Global 11

Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

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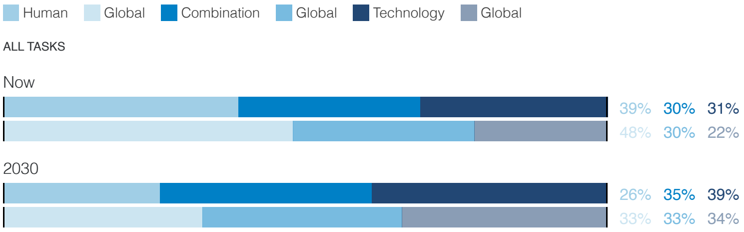
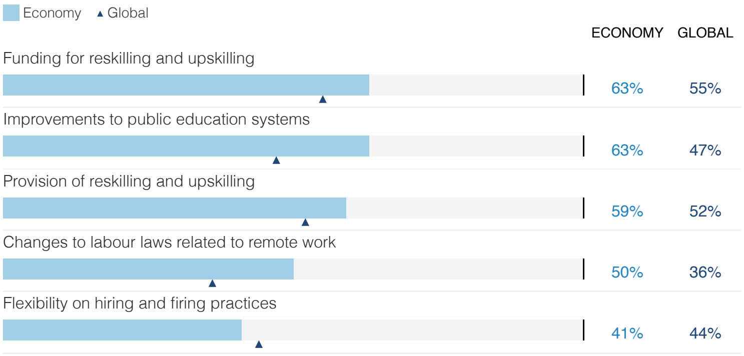


Public policy

Public policies to improve talent availability

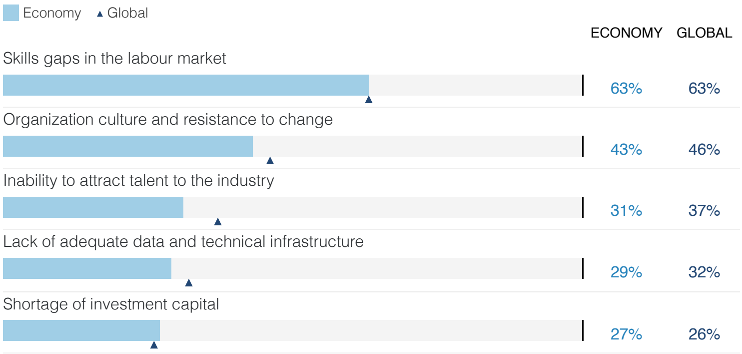
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

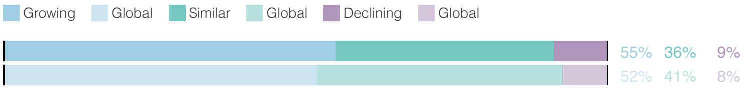
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

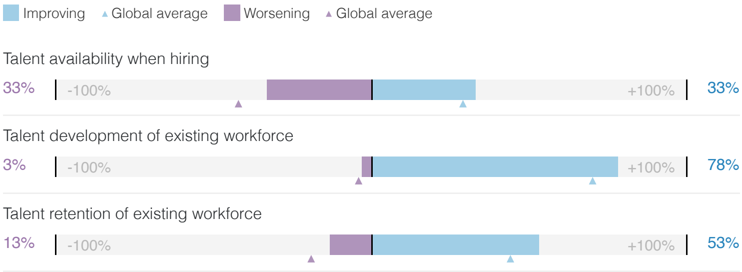
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

63 | Global 48

Targeted recruitment, retention and progression initiatives

56 | Global 42

Set DEI goals, targets or quotas

47 | Global 51

Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

83 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

76 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

62 | Global 62

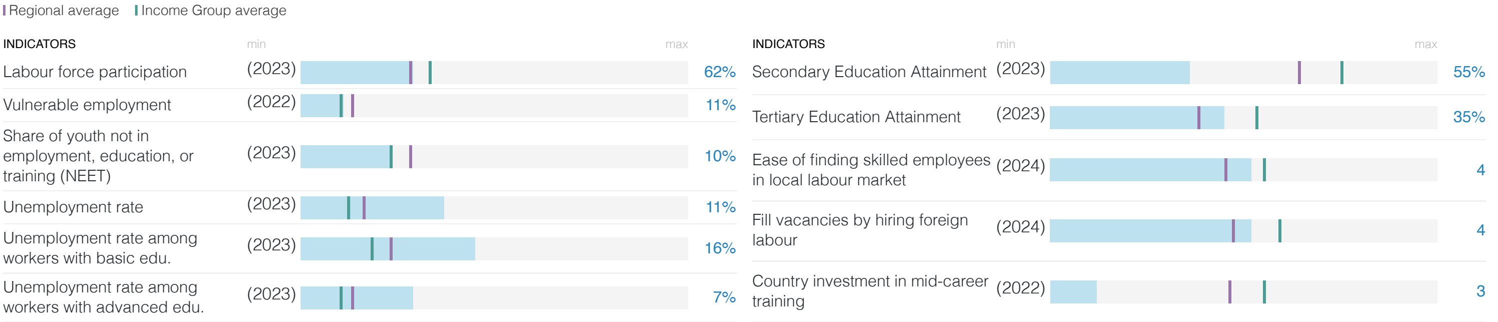
Hiring new people with skills to better work alongside AI

Spain

Working Age Population (Millions)

36.4

Contextual indicators



Regional average	Income Group average

INDICATORS		
Labour force participation	(2023)	62%
Vulnerable employment	(2022)	11%
Share of youth not in employment, education, or training (NEET)	(2023)	10%
Unemployment rate	(2023)	11%
Unemployment rate among workers with basic edu.	(2023)	16%
Unemployment rate among workers with advanced edu.	(2023)	7%

INDICATORS		
Secondary Education Attainment	(2023)	55%
Tertiary Education Attainment	(2023)	35%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

19% Global 22%
Labour-market churn
Five-year structural labour-force churn

37% Global 39%
Skill disruption
Shares of core skills which will change

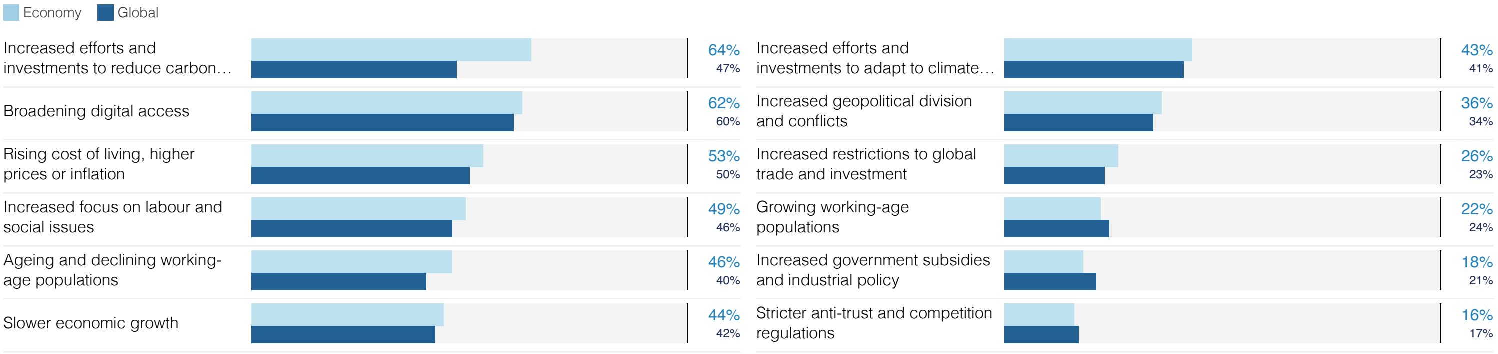
86% Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities

95% Global 88%
AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

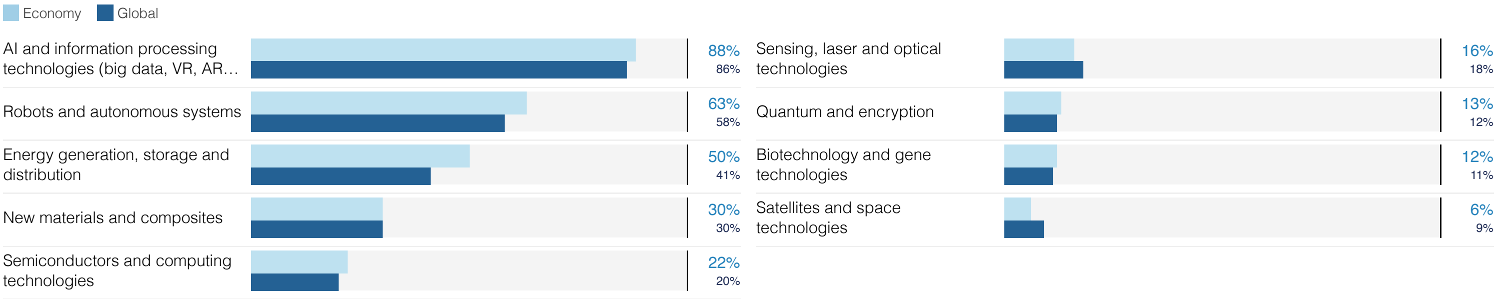


	Economy	Global
Increased efforts and investments to reduce carbon…	64%	47%
Broadening digital access	62%	60%
Rising cost of living, higher prices or inflation	53%	50%
Increased focus on labour and social issues	49%	46%
Ageing and declining working-age populations	46%	40%
Slower economic growth	44%	42%
Increased efforts and investments to adapt to climate…	43%	41%
Increased geopolitical division and conflicts	36%	34%
Increased restrictions to global trade and investment	26%	23%
Growing working-age populations	22%	24%
Increased government subsidies and industrial policy	18%	21%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

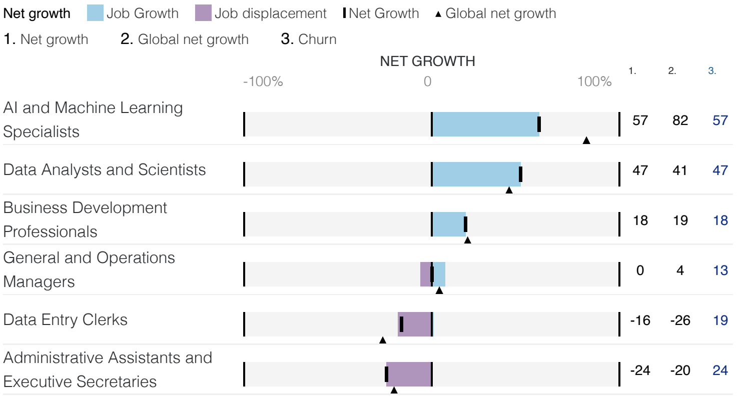


	Economy	Global
AI and information processing technologies (big data, VR, AR…	88%	86%
Robots and autonomous systems	63%	58%
Energy generation, storage and distribution	50%	41%
New materials and composites	30%	30%
Semiconductors and computing technologies	22%	20%
Sensing, laser and optical technologies	16%	18%
Quantum and encryption	13%	12%
Biotechnology and gene technologies	12%	11%
Satellites and space technologies	6%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



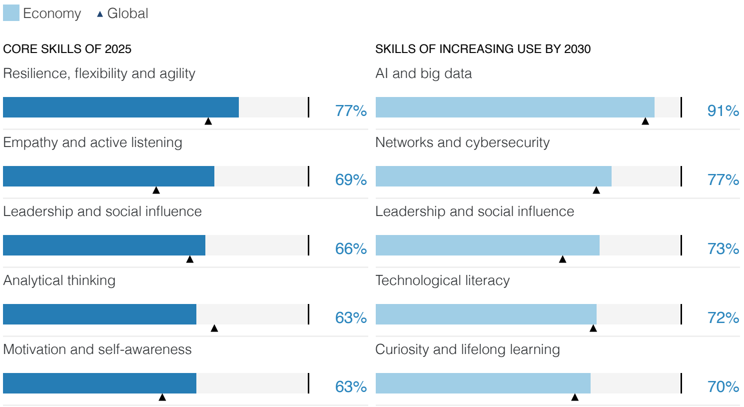
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	57	82	57
Data Analysts and Scientists	47	41	47
Business Development Professionals	18	19	18
General and Operations Managers	0	4	13
Data Entry Clerks	-16	-26	19
Administrative Assistants and Executive Secretaries	-24	-20	24

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Resilience, flexibility and agility	77%
Empathy and active listening	69%
Leadership and social influence	66%
Analytical thinking	63%
Motivation and self-awareness	63%

SKILLS OF INCREASING USE BY 2030	
AI and big data	91%
Networks and cybersecurity	77%
Leadership and social influence	73%
Technological literacy	72%
Curiosity and lifelong learning	70%

Spain

Working Age Population (Millions)

36.4

Upskilling and reskilling outlook

37 | Global 41

Would not need training by 2030

31 | Global 29

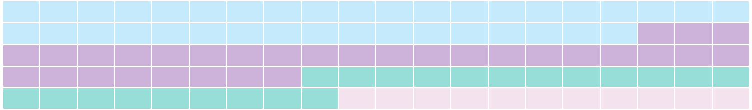
Would be upskilled in their current role

21 | Global 19

Would be upskilled and redeployed

11 | Global 11

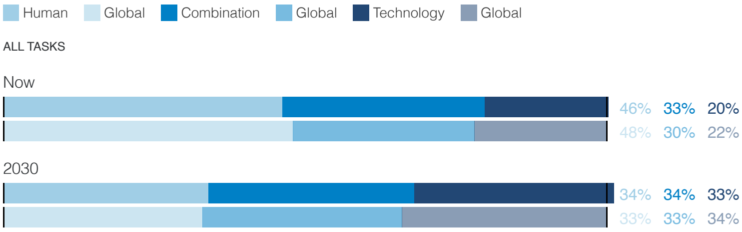
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

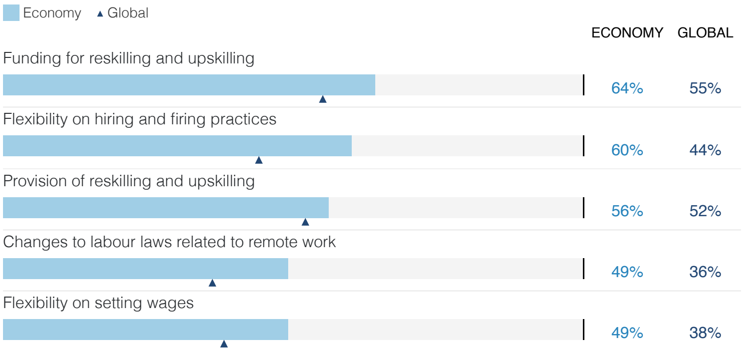
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

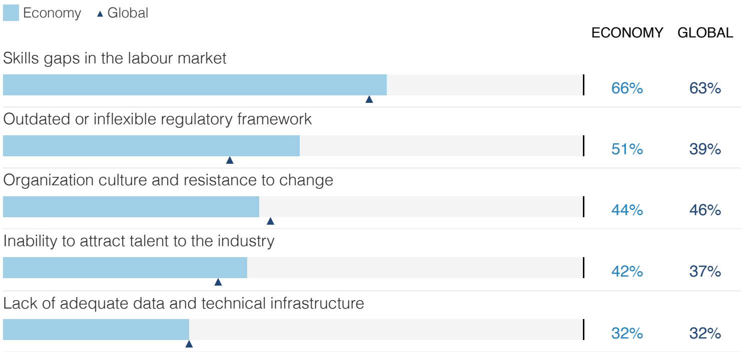
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

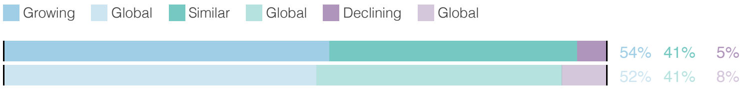
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

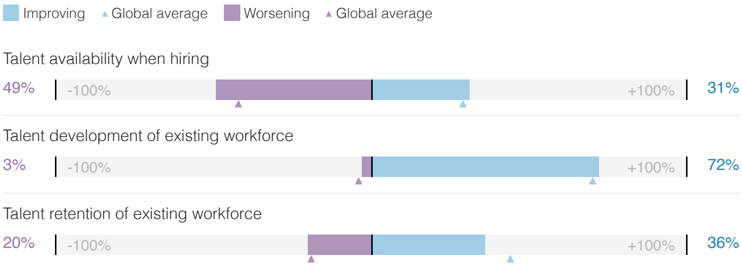
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

55 | Global 51

Run comprehensive DEI training for managers and staff

55 | Global 42

Set DEI goals, targets or quotas

50 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

79 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

68 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

68 | Global 62

Hiring new people with skills to better work alongside AI

Economy Profile

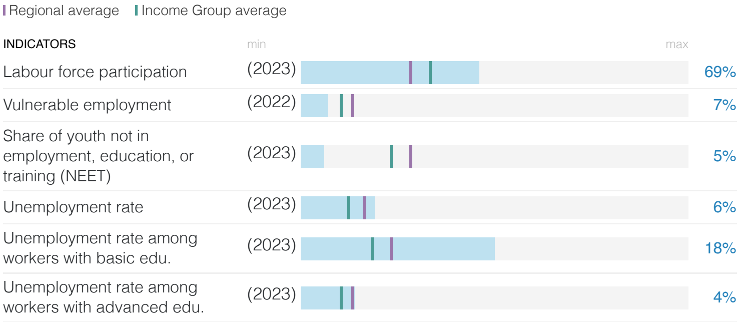
1 / 2

Sweden

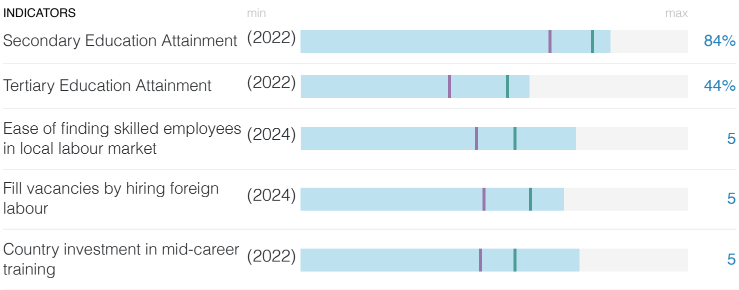
Working Age Population (Millions)

7.4

Contextual indicators



INDICATORS		
Labour force participation	(2023)	69%
Vulnerable employment	(2022)	7%
Share of youth not in employment, education, or training (NEET)	(2023)	5%
Unemployment rate	(2023)	6%
Unemployment rate among workers with basic edu.	(2023)	18%
Unemployment rate among workers with advanced edu.	(2023)	4%



INDICATORS		
Secondary Education Attainment	(2022)	84%
Tertiary Education Attainment	(2022)	44%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

10% | Global 22%

Labour-market churn

Five-year structural labour-force churn

34% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

91% | Global 88%

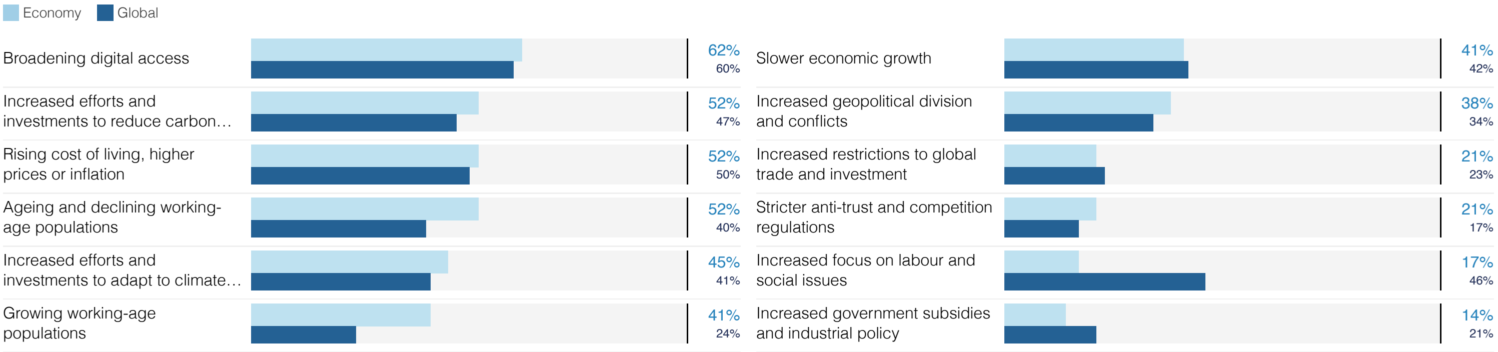
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

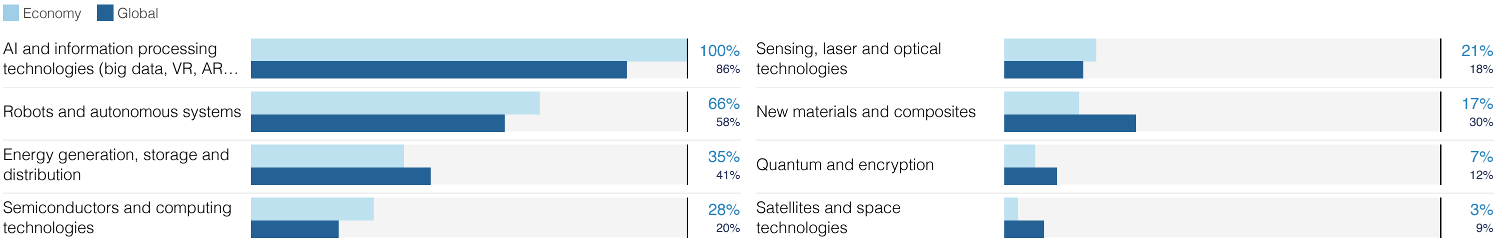


	Economy	Global
Broadening digital access	62%	60%
Increased efforts and investments to reduce carbon…	52%	47%
Rising cost of living, higher prices or inflation	52%	50%
Ageing and declining working-age populations	52%	40%
Increased efforts and investments to adapt to climate…	45%	41%
Growing working-age populations	41%	24%
Slower economic growth	41%	42%
Increased geopolitical division and conflicts	38%	34%
Increased restrictions to global trade and investment	21%	23%
Stricter anti-trust and competition regulations	21%	17%
Increased focus on labour and social issues	17%	46%
Increased government subsidies and industrial policy	14%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

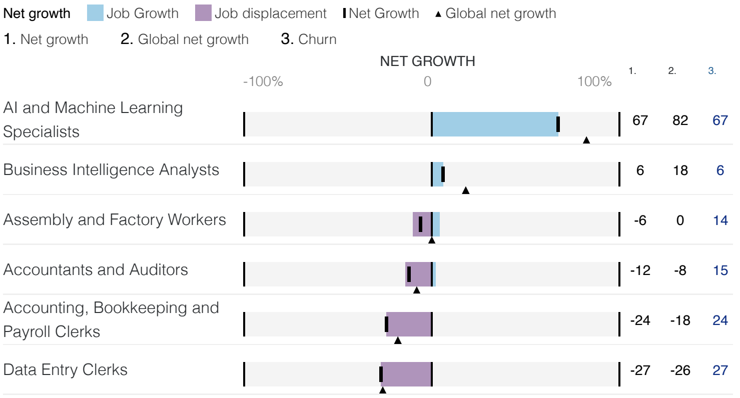


	Economy	Global
AI and information processing technologies (big data, VR, AR…	100%	86%
Robots and autonomous systems	66%	58%
Energy generation, storage and distribution	35%	41%
Semiconductors and computing technologies	28%	20%
Sensing, laser and optical technologies	21%	18%
New materials and composites	17%	30%
Quantum and encryption	7%	12%
Satellites and space technologies	3%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



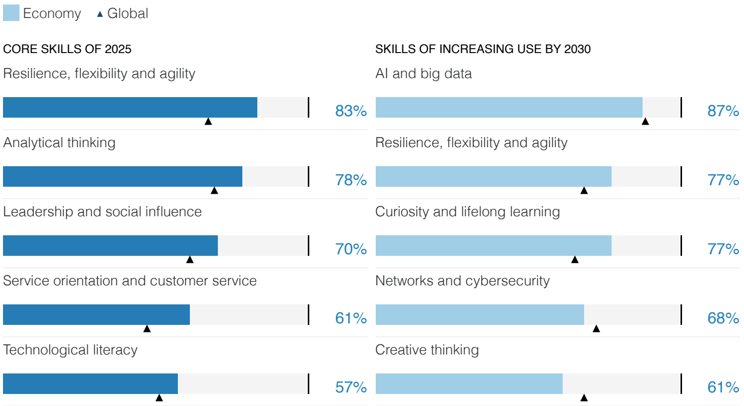
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	67	82	67
Business Intelligence Analysts	6	18	6
Assembly and Factory Workers	-6	0	14
Accountants and Auditors	-12	-8	15
Accounting, Bookkeeping and Payroll Clerks	-24	-18	24
Data Entry Clerks	-27	-26	27

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Resilience, flexibility and agility	83%
Analytical thinking	78%
Leadership and social influence	70%
Service orientation and customer service	61%
Technological literacy	57%

SKILLS OF INCREASING USE BY 2030	
AI and big data	87%
Resilience, flexibility and agility	77%
Curiosity and lifelong learning	77%
Networks and cybersecurity	68%
Creative thinking	61%

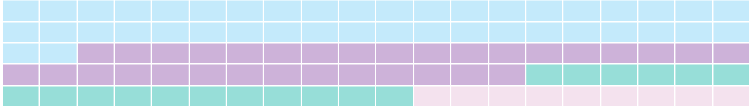
Sweden

Working Age Population (Millions)

7.4

Upskilling and reskilling outlook

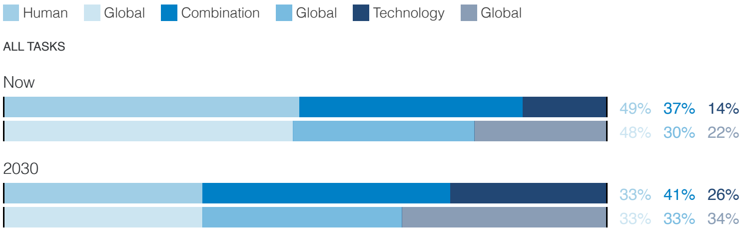
42	Global 41	Would not need training by 2030
32	Global 29	Would be upskilled in their current role
17	Global 19	Would be upskilled and redeployed
10	Global 11	Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

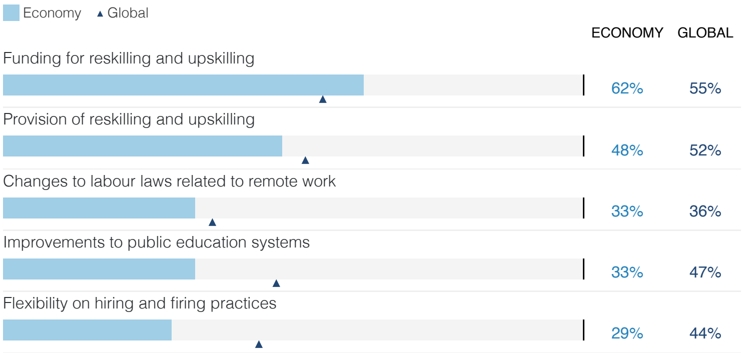
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

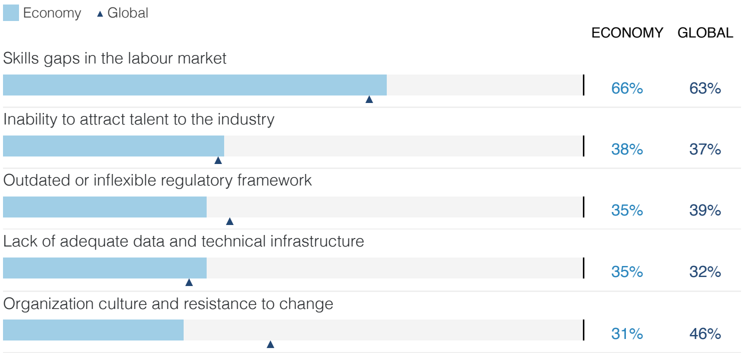
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

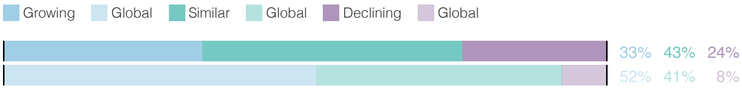
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

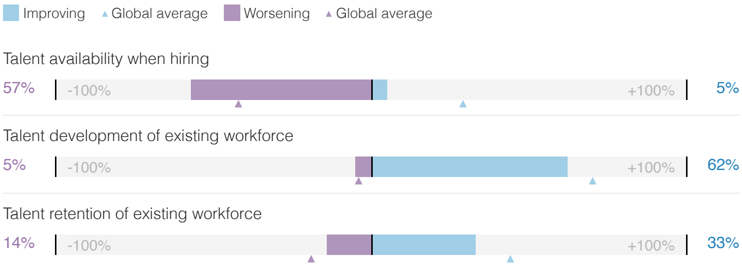
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

62	Global 51	Run comprehensive DEI training for managers and staff
57	Global 42	Set DEI goals, targets or quotas
57	Global 48	Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

76	Global 77	Reskilling and upskilling your existing workforce to better work alongside AI
62	Global 47	Transitioning people from jobs that AI will cause to decline, to other roles within your organization
57	Global 62	Hiring new people with skills to better work alongside AI

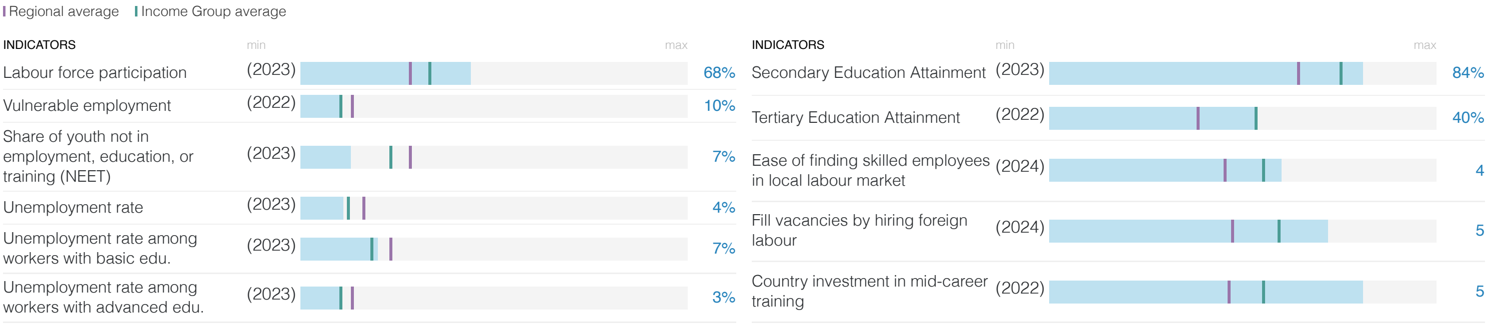
Economy Profile

Switzerland

Working Age Population (Millions)

6.6

Contextual indicators



INDICATORS		
Labour force participation	(2023)	68%
Vulnerable employment	(2022)	10%
Share of youth not in employment, education, or training (NEET)	(2023)	7%
Unemployment rate	(2023)	4%
Unemployment rate among workers with basic edu.	(2023)	7%
Unemployment rate among workers with advanced edu.	(2023)	3%

INDICATORS		
Secondary Education Attainment	(2023)	84%
Tertiary Education Attainment	(2022)	40%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

14% | Global 22%

Labour-market churn

Five-year structural labour-force churn

41% | Global 39%

Skill disruption

Shares of core skills which will change

97% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

95% | Global 88%

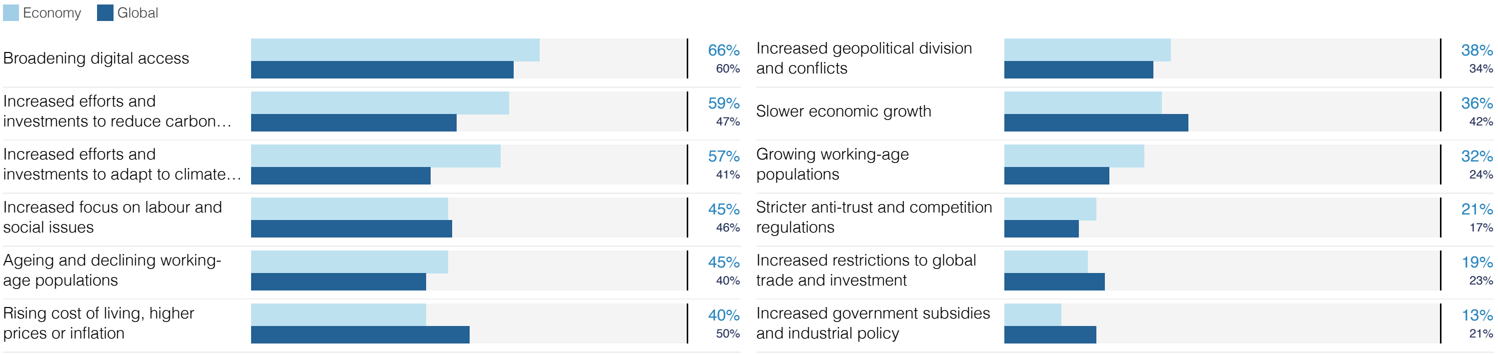
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

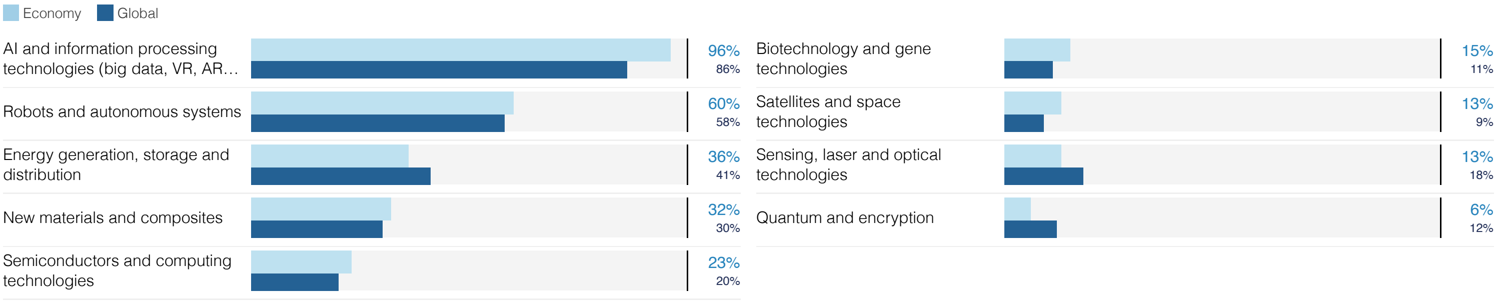


	Economy	Global
Broadening digital access	66%	60%
Increased efforts and investments to reduce carbon…	59%	47%
Increased efforts and investments to adapt to climate…	57%	41%
Increased focus on labour and social issues	45%	46%
Ageing and declining working-age populations	45%	40%
Rising cost of living, higher prices or inflation	40%	50%
Increased geopolitical division and conflicts	38%	34%
Slower economic growth	36%	42%
Growing working-age populations	32%	24%
Stricter anti-trust and competition regulations	21%	17%
Increased restrictions to global trade and investment	19%	23%
Increased government subsidies and industrial policy	13%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

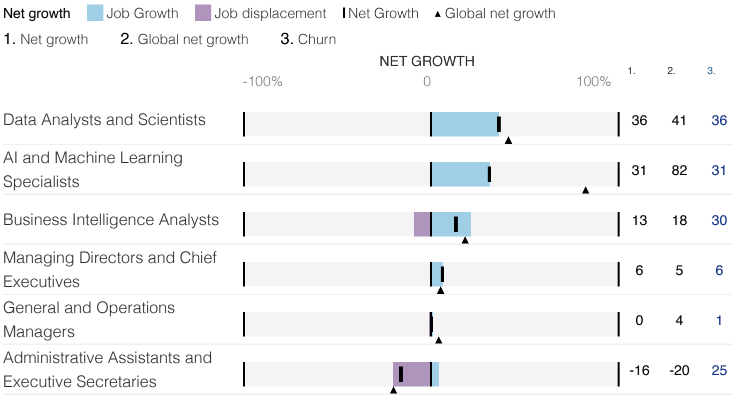


	Economy	Global
AI and information processing technologies (big data, VR, AR…	96%	86%
Robots and autonomous systems	60%	58%
Energy generation, storage and distribution	36%	41%
New materials and composites	32%	30%
Semiconductors and computing technologies	23%	20%
Biotechnology and gene technologies	15%	11%
Satellites and space technologies	13%	9%
Sensing, laser and optical technologies	13%	18%
Quantum and encryption	6%	12%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



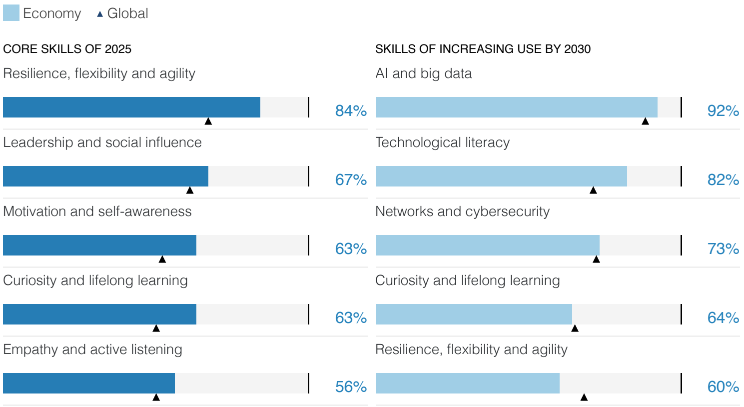
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Data Analysts and Scientists	36	41	36
AI and Machine Learning Specialists	31	82	31
Business Intelligence Analysts	13	18	30
Managing Directors and Chief Executives	6	5	6
General and Operations Managers	0	4	1
Administrative Assistants and Executive Secretaries	-16	-20	25

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Resilience, flexibility and agility	84%
Leadership and social influence	67%
Motivation and self-awareness	63%
Curiosity and lifelong learning	63%
Empathy and active listening	56%

SKILLS OF INCREASING USE BY 2030	
AI and big data	92%
Technological literacy	82%
Networks and cybersecurity	73%
Curiosity and lifelong learning	64%
Resilience, flexibility and agility	60%

Switzerland

Working Age Population (Millions)
6.6

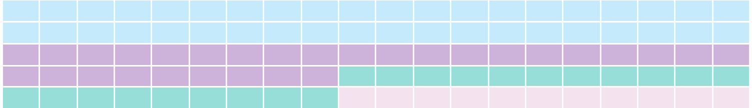
Upskilling and reskilling outlook

40 | Global 41
Would not need training by 2030

29 | Global 29
Would be upskilled in their current role

20 | Global 19
Would be upskilled and redeployed

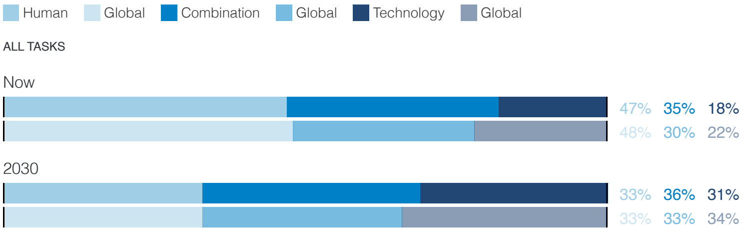
11 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

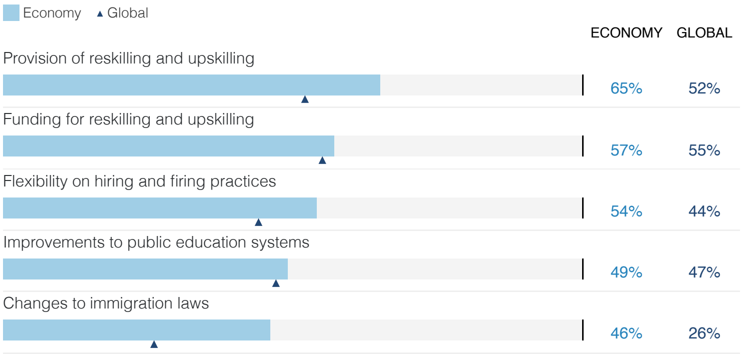
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

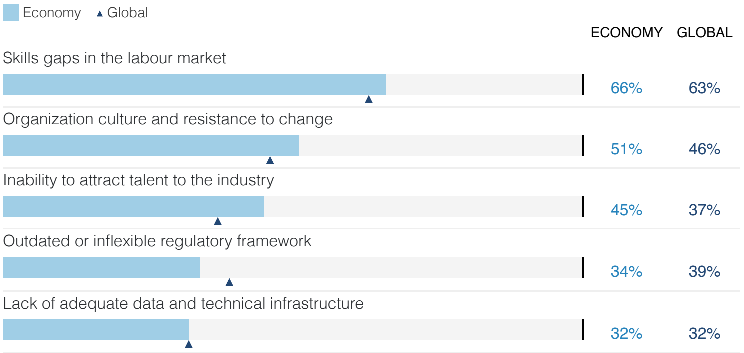


	ECONOMY	GLOBAL
Provision of reskilling and upskilling	65%	52%
Funding for reskilling and upskilling	57%	55%
Flexibility on hiring and firing practices	54%	44%
Improvements to public education systems	49%	47%
Changes to immigration laws	46%	26%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

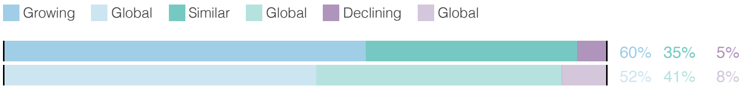


	ECONOMY	GLOBAL
Skills gaps in the labour market	66%	63%
Organization culture and resistance to change	51%	46%
Inability to attract talent to the industry	45%	37%
Outdated or inflexible regulatory framework	34%	39%
Lack of adequate data and technical infrastructure	32%	32%

Wage outlook

Wage trends

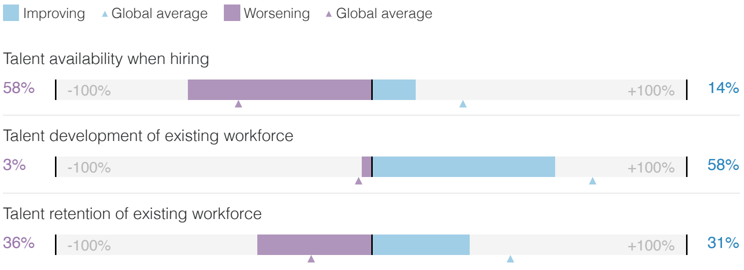
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

65 | Global 48
Targeted recruitment, retention and progression initiatives

62 | Global 51
Run comprehensive DEI training for managers and staff

51 | Global 42
Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

84 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

76 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

65 | Global 62
Hiring new people with skills to better work alongside AI

Economy Profile

1 / 2

Thailand

Working Age Population (Millions)

49.6

Contextual indicators

| Regional average | Income Group average

INDICATORS		
Labour force participation	(2023)	73%
Vulnerable employment	(2022)	50%
Share of youth not in employment, education, or training (NEET)	(2023)	12%
Unemployment rate	(2023)	0%
Unemployment rate among workers with basic edu.	(2023)	0%
Unemployment rate among workers with advanced edu.	(2023)	1%

INDICATORS		
Secondary Education Attainment	(2023)	39%
Tertiary Education Attainment	(2023)	17%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

12%	Global 22%	**Labour-market churn** Five-year structural labour-force churn
35%	Global 39%	**Skill disruption** Shares of core skills which will change
97%	Global 83%	**Organizations with DEI priorities** Share of organizations with DEI priorities
89%	Global 88%	**AI exposure** Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

Economy Global

	Economy	Global
Increased efforts and investments to reduce carbon…	76%	47%
Slower economic growth	73%	42%
Broadening digital access	68%	60%
Rising cost of living, higher prices or inflation	68%	50%
Increased geopolitical division and conflicts	57%	34%
Increased efforts and investments to adapt to climate…	54%	41%
Ageing and declining working-age populations	54%	40%
Increased focus on labour and social issues	38%	46%
Increased restrictions to global trade and investment	35%	23%
Increased government subsidies and industrial policy	32%	21%
Growing working-age populations	32%	24%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

Economy Global

	Economy	Global
AI and information processing technologies (big data, VR, AR…	89%	86%
Robots and autonomous systems	76%	58%
New materials and composites	51%	30%
Energy generation, storage and distribution	49%	41%
Sensing, laser and optical technologies	27%	18%
Semiconductors and computing technologies	27%	20%
Quantum and encryption	16%	12%
Biotechnology and gene technologies	14%	11%
Satellites and space technologies	11%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth Job Growth Job displacement | Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn

NET GROWTH -100% 0 100%

	1.	2.	3.
AI and Machine Learning Specialists	41	82	41
Digital Transformation Specialists	20	35	20
Managing Directors and Chief Executives	5	5	5
Assembly and Factory Workers	-3	0	23
Administrative Assistants and Executive Secretaries	-17	-20	17
Data Entry Clerks	-23	-26	23

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy ▲ Global

CORE SKILLS OF 2025	
Creative thinking	74%
Analytical thinking	74%
Resilience, flexibility and agility	71%
Leadership and social influence	71%
AI and big data	55%

SKILLS OF INCREASING USE BY 2030	
AI and big data	93%
Analytical thinking	72%
Creative thinking	71%
Networks and cybersecurity	67%
Leadership and social influence	65%

Economy Profile

Thailand

2 / 2

Working Age Population (Millions)

49.6

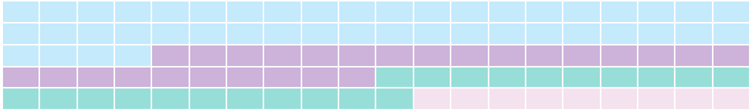
Upskilling and reskilling outlook

44 | Global 41
Would not need training by 2030

26 | Global 29
Would be upskilled in their current role

21 | Global 19
Would be upskilled and redeployed

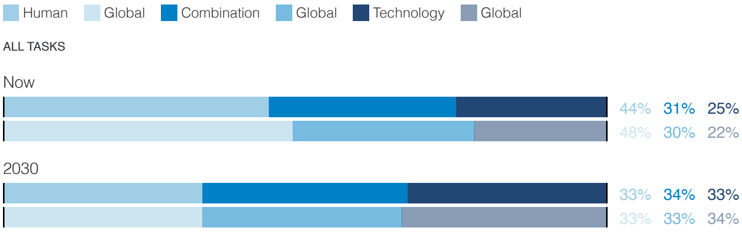
9 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

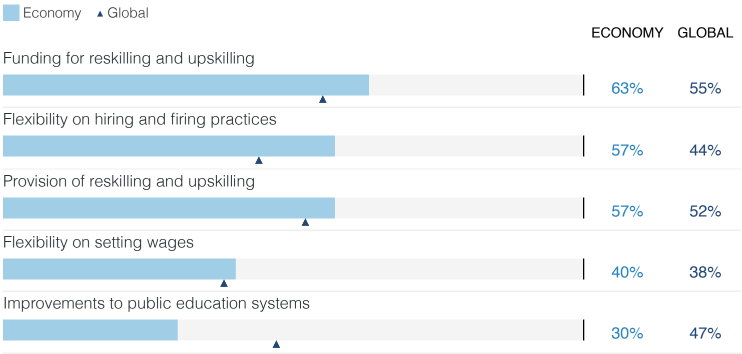
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

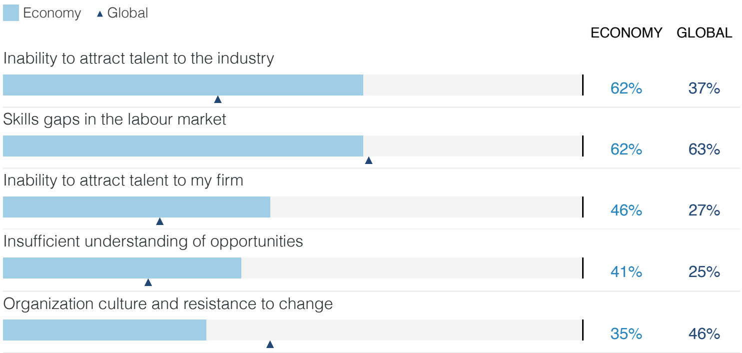
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

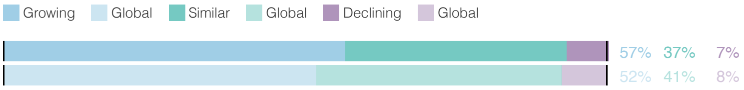
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

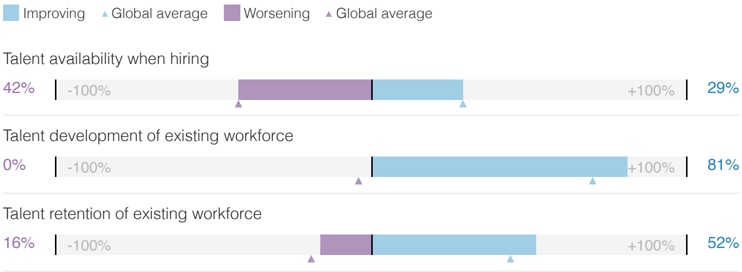
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

55 | Global 42
Set DEI goals, targets or quotas

52 | Global 51
Run comprehensive DEI training for managers and staff

48 | Global 48
Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

89 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

75 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

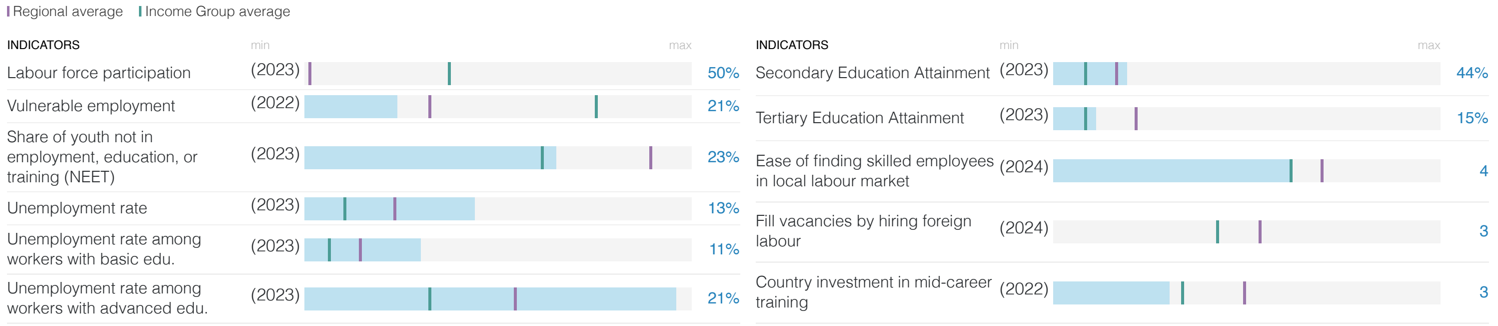
64 | Global 62
Hiring new people with skills to better work alongside AI

Tunisia

Working Age Population (Millions)

7.3

Contextual indicators



INDICATORS		
Labour force participation	(2023)	50%
Vulnerable employment	(2022)	21%
Share of youth not in employment, education, or training (NEET)	(2023)	23%
Unemployment rate	(2023)	13%
Unemployment rate among workers with basic edu.	(2023)	11%
Unemployment rate among workers with advanced edu.	(2023)	21%

INDICATORS		
Secondary Education Attainment	(2023)	44%
Tertiary Education Attainment	(2023)	15%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	3
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

20% | Global 22%

Labour-market churn

Five-year structural labour-force churn

35% | Global 39%

Skill disruption

Shares of core skills which will change

86% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

91% | Global 88%

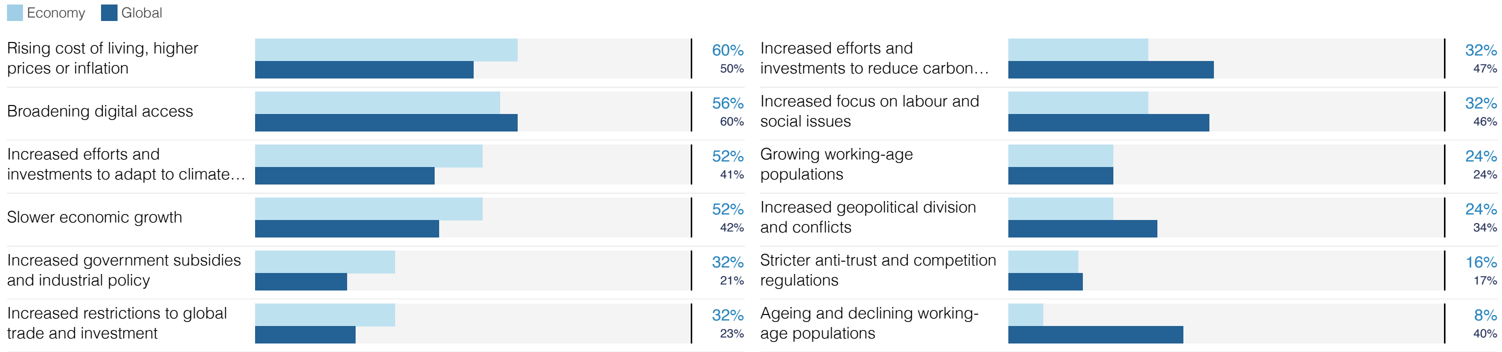
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

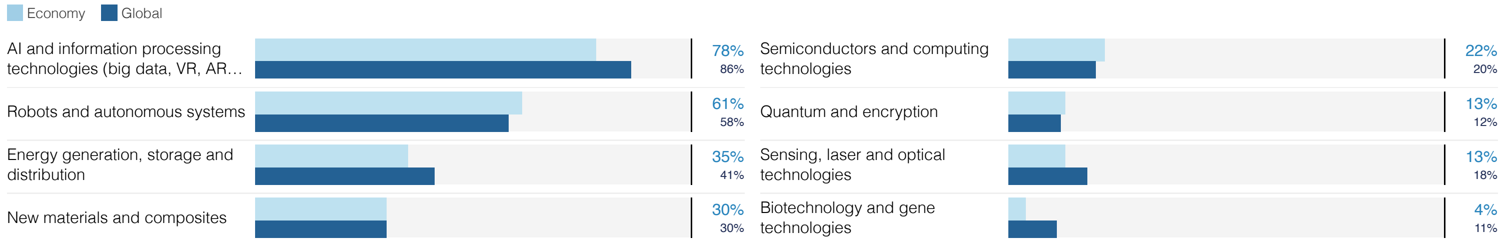


Rising cost of living, higher prices or inflation	60%	50%
Broadening digital access	56%	60%
Increased efforts and investments to adapt to climate…	52%	41%
Slower economic growth	52%	42%
Increased government subsidies and industrial policy	32%	21%
Increased restrictions to global trade and investment	32%	23%
Increased efforts and investments to reduce carbon…	32%	47%
Increased focus on labour and social issues	32%	46%
Growing working-age populations	24%	24%
Increased geopolitical division and conflicts	24%	34%
Stricter anti-trust and competition regulations	16%	17%
Ageing and declining working-age populations	8%	40%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

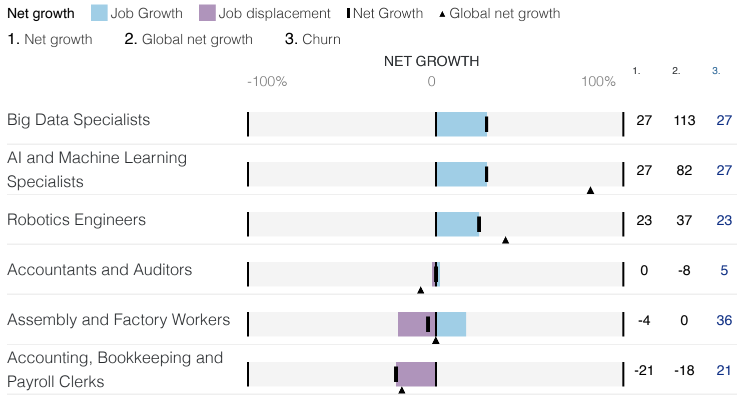


AI and information processing technologies (big data, VR, AR…	78%	86%
Robots and autonomous systems	61%	58%
Energy generation, storage and distribution	35%	41%
New materials and composites	30%	30%
Semiconductors and computing technologies	22%	20%
Quantum and encryption	13%	12%
Sensing, laser and optical technologies	13%	18%
Biotechnology and gene technologies	4%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



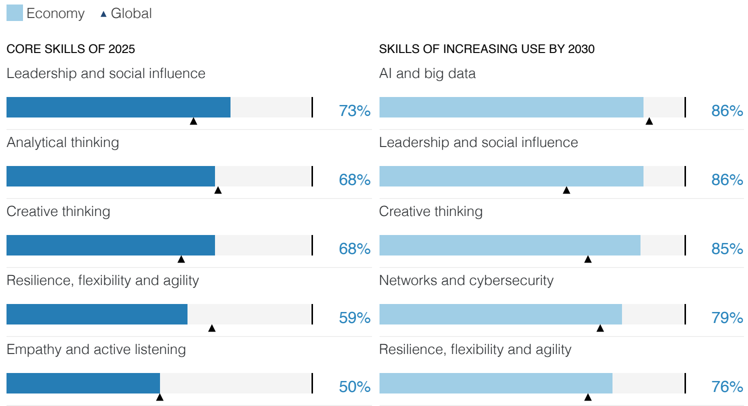
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Big Data Specialists	27	113	27
AI and Machine Learning Specialists	27	82	27
Robotics Engineers	23	37	23
Accountants and Auditors	0	-8	5
Assembly and Factory Workers	-4	0	36
Accounting, Bookkeeping and Payroll Clerks	-21	-18	21

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Leadership and social influence	73%
Analytical thinking	68%
Creative thinking	68%
Resilience, flexibility and agility	59%
Empathy and active listening	50%

SKILLS OF INCREASING USE BY 2030	
AI and big data	86%
Leadership and social influence	86%
Creative thinking	85%
Networks and cybersecurity	79%
Resilience, flexibility and agility	76%

Economy Profile

2 / 2

Working Age Population (Millions)

Tunisia

7.3

Upskilling and reskilling outlook

47 | Global 41

Would not need training by 2030

27 | Global 29

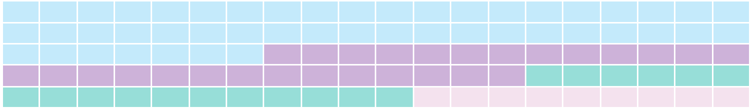
Would be upskilled in their current role

17 | Global 19

Would be upskilled and redeployed

10 | Global 11

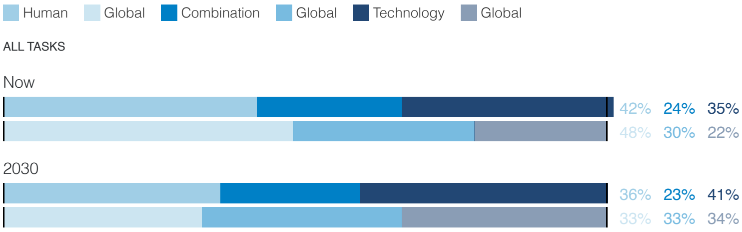
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

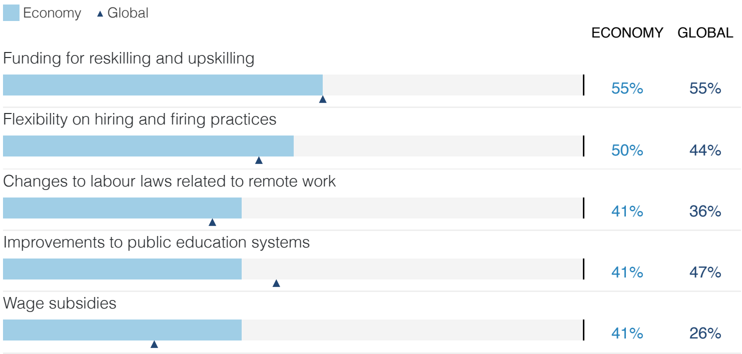
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

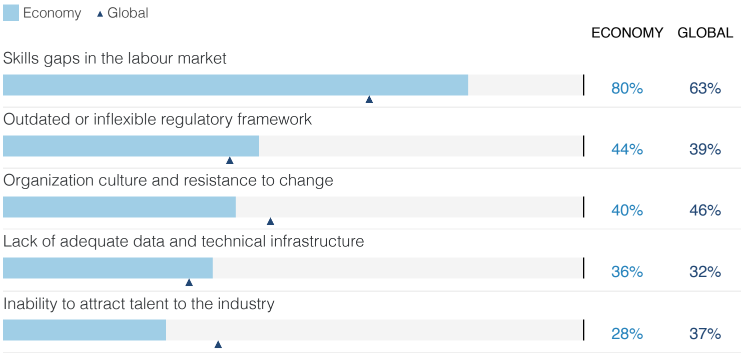
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

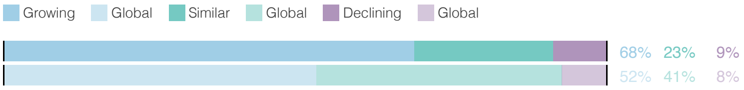
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

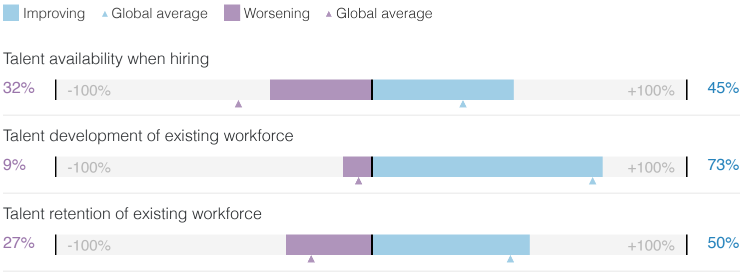
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

57 | Global 48

Targeted recruitment, retention and progression initiatives

48 | Global 51

Run comprehensive DEI training for managers and staff

48 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

71 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

62 | Global 62

Hiring new people with skills to better work alongside AI

52 | Global 49

Re-orienting your organization to target new business opportunities created by AI

Economy Profile

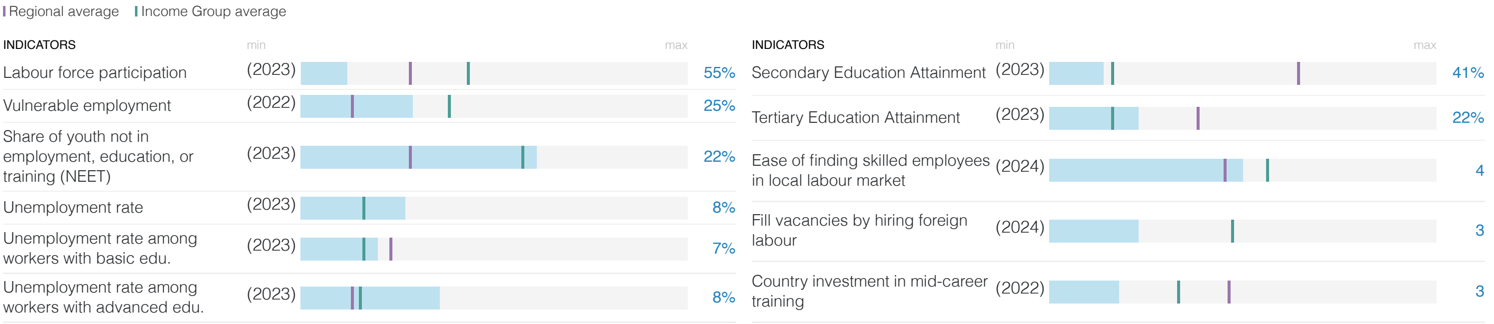
1 / 2

Working Age Population (Millions)

Türkiye

53.6

Contextual indicators



INDICATORS		
Labour force participation	(2023)	55%
Vulnerable employment	(2022)	25%
Share of youth not in employment, education, or training (NEET)	(2023)	22%
Unemployment rate	(2023)	8%
Unemployment rate among workers with basic edu.	(2023)	7%
Unemployment rate among workers with advanced edu.	(2023)	8%

INDICATORS		
Secondary Education Attainment	(2023)	41%
Tertiary Education Attainment	(2023)	22%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	3
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

29% | Global 22%

Labour-market churn

Five-year structural labour-force churn

44% | Global 39%

Skill disruption

Shares of core skills which will change

88% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

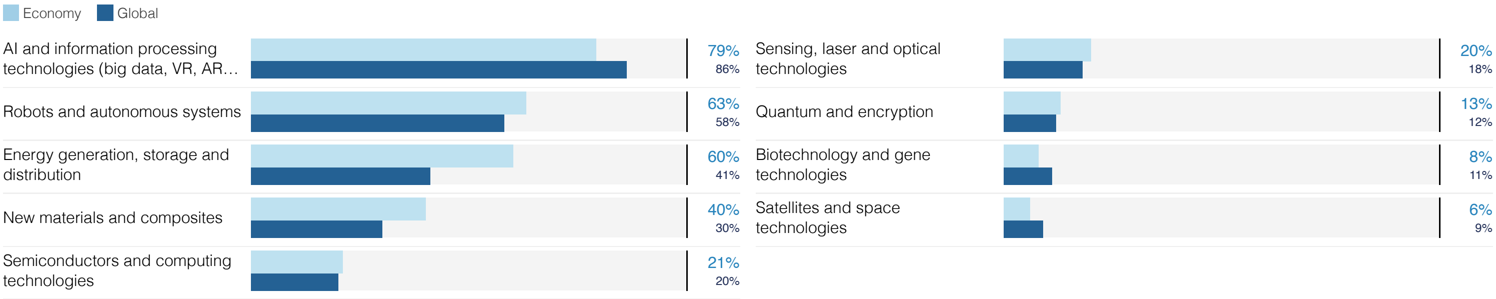
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

	Economy	Global
Broadening digital access	62%	60%
Rising cost of living, higher prices or inflation	61%	50%
Increased efforts and investments to reduce carbon…	58%	47%
Increased efforts and investments to adapt to climate…	49%	41%
Increased focus on labour and social issues	49%	46%
Slower economic growth	35%	42%
Increased geopolitical division and conflicts	33%	34%
Increased restrictions to global trade and investment	30%	23%
Ageing and declining working-age populations	29%	40%
Increased government subsidies and industrial policy	23%	21%
Stricter anti-trust and competition regulations	22%	17%
Growing working-age populations	20%	24%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

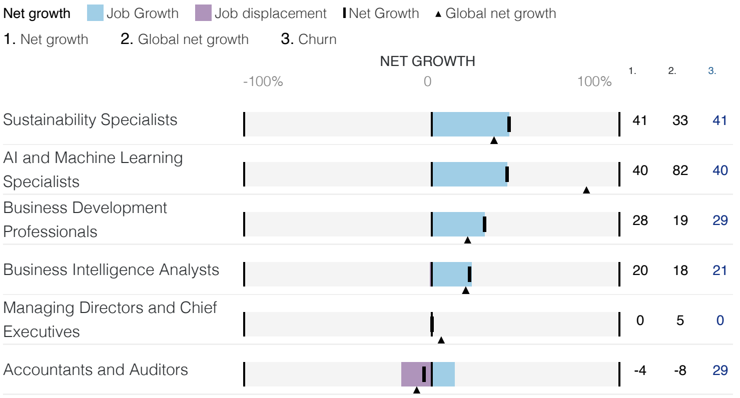


	Economy	Global
AI and information processing technologies (big data, VR, AR…	79%	86%
Robots and autonomous systems	63%	58%
Energy generation, storage and distribution	60%	41%
New materials and composites	40%	30%
Semiconductors and computing technologies	21%	20%
Sensing, laser and optical technologies	20%	18%
Quantum and encryption	13%	12%
Biotechnology and gene technologies	8%	11%
Satellites and space technologies	6%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



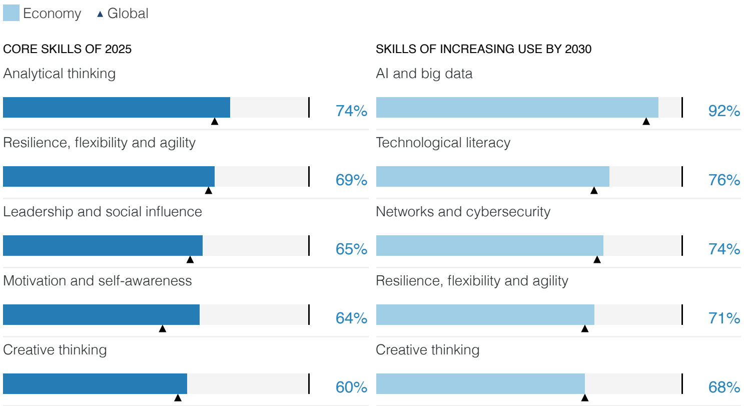
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Sustainability Specialists	41	33	41
AI and Machine Learning Specialists	40	82	40
Business Development Professionals	28	19	29
Business Intelligence Analysts	20	18	21
Managing Directors and Chief Executives	0	5	0
Accountants and Auditors	-4	-8	29

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	74%
Resilience, flexibility and agility	69%
Leadership and social influence	65%
Motivation and self-awareness	64%
Creative thinking	60%

SKILLS OF INCREASING USE BY 2030	
AI and big data	92%
Technological literacy	76%
Networks and cybersecurity	74%
Resilience, flexibility and agility	71%
Creative thinking	68%

Türkiye

Working Age Population (Millions)

53.6

Upskilling and reskilling outlook

42 | Global 41

Would not need training by 2030

28 | Global 29

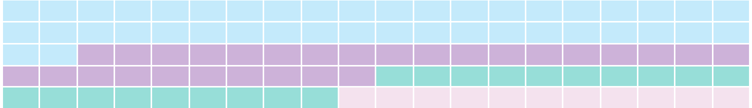
Would be upskilled in their current role

19 | Global 19

Would be upskilled and redeployed

11 | Global 11

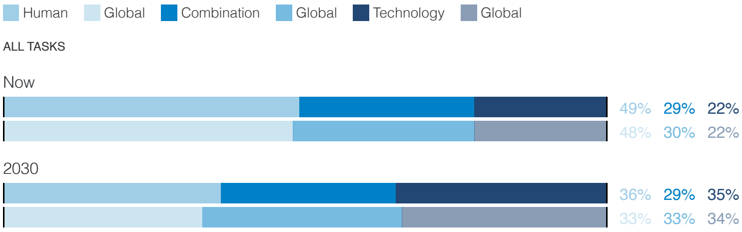
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

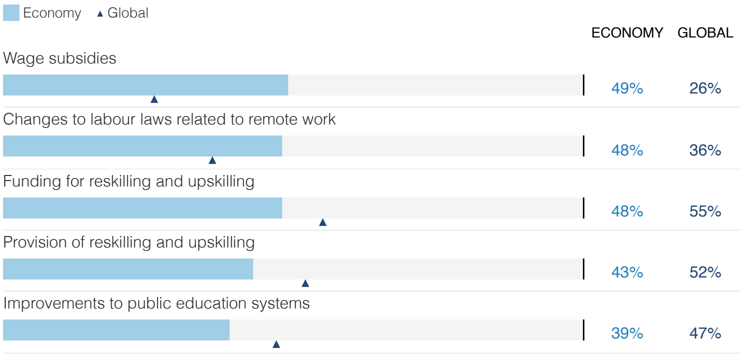
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

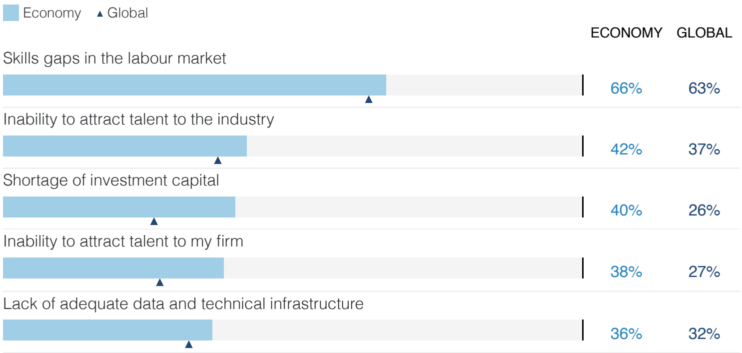
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

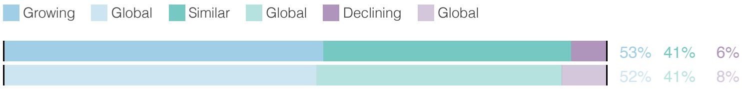
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

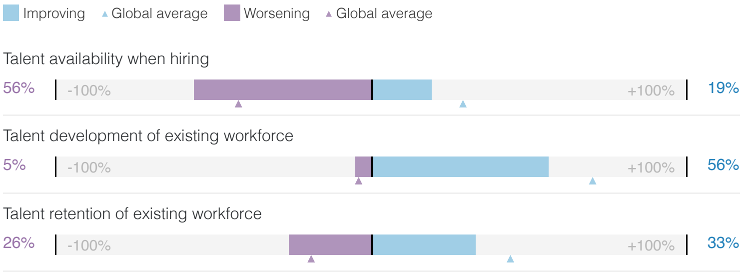
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

59 | Global 48

Targeted recruitment, retention and progression initiatives

54 | Global 51

Run comprehensive DEI training for managers and staff

46 | Global 39

Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

78 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

70 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

62 | Global 62

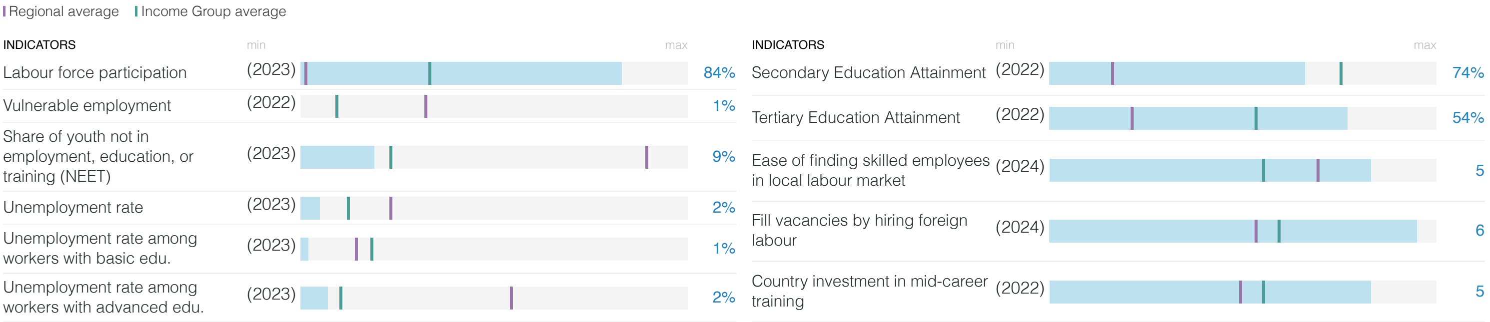
Hiring new people with skills to better work alongside AI

Working Age Population (Millions)

United Arab Emirates

9.4

Contextual indicators



INDICATORS		
Labour force participation	(2023)	84%
Vulnerable employment	(2022)	1%
Share of youth not in employment, education, or training (NEET)	(2023)	9%
Unemployment rate	(2023)	2%
Unemployment rate among workers with basic edu.	(2023)	1%
Unemployment rate among workers with advanced edu.	(2023)	2%

INDICATORS		
Secondary Education Attainment	(2022)	74%
Tertiary Education Attainment	(2022)	54%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	6
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

21% | Global 22%

Labour-market churn

Five-year structural labour-force churn

41% | Global 39%

Skill disruption

Shares of core skills which will change

85% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

87% | Global 88%

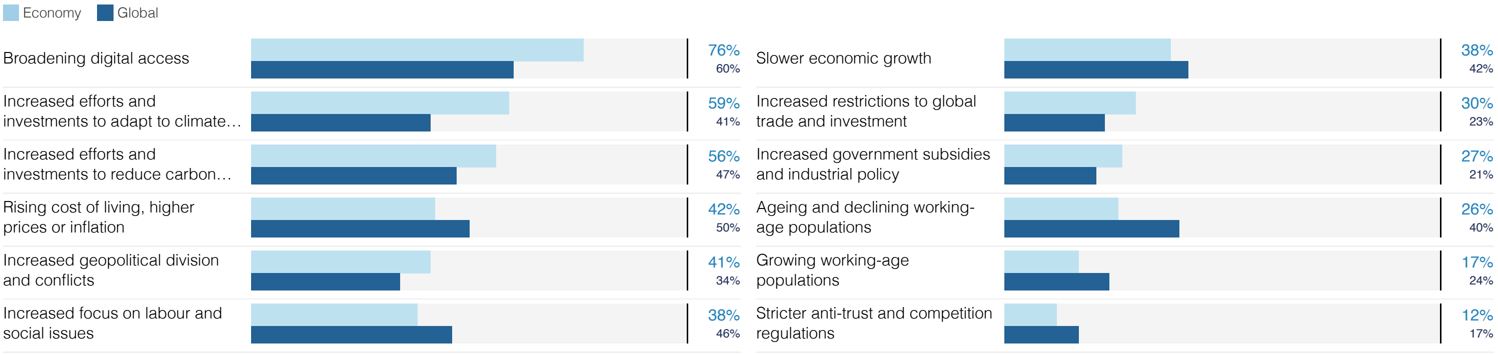
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

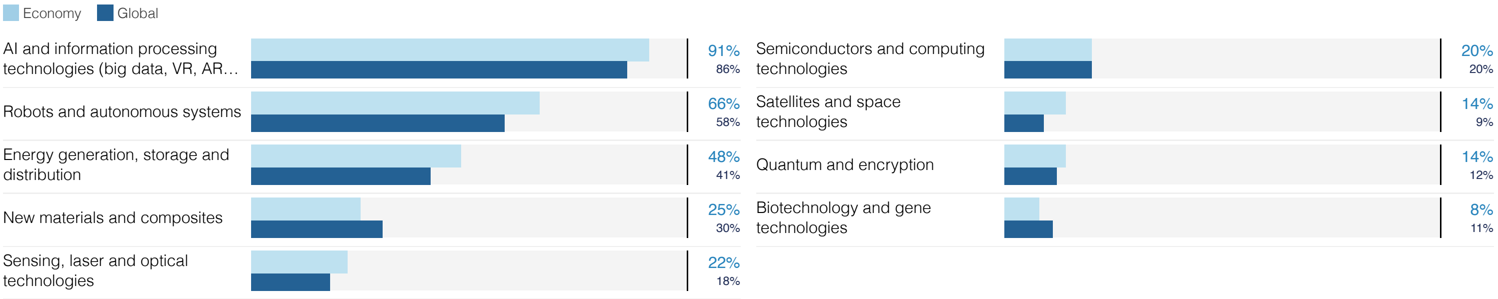


	Economy	Global
Broadening digital access	76%	60%
Increased efforts and investments to adapt to climate…	59%	41%
Increased efforts and investments to reduce carbon…	56%	47%
Rising cost of living, higher prices or inflation	42%	50%
Increased geopolitical division and conflicts	41%	34%
Increased focus on labour and social issues	38%	46%
Slower economic growth	38%	42%
Increased restrictions to global trade and investment	30%	23%
Increased government subsidies and industrial policy	27%	21%
Ageing and declining working-age populations	26%	40%
Growing working-age populations	17%	24%
Stricter anti-trust and competition regulations	12%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

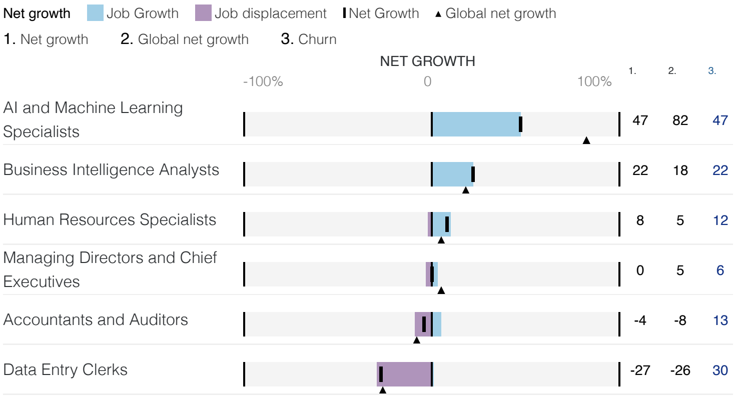


	Economy	Global
AI and information processing technologies (big data, VR, AR…	91%	86%
Robots and autonomous systems	66%	58%
Energy generation, storage and distribution	48%	41%
New materials and composites	25%	30%
Sensing, laser and optical technologies	22%	18%
Semiconductors and computing technologies	20%	20%
Satellites and space technologies	14%	9%
Quantum and encryption	14%	12%
Biotechnology and gene technologies	8%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



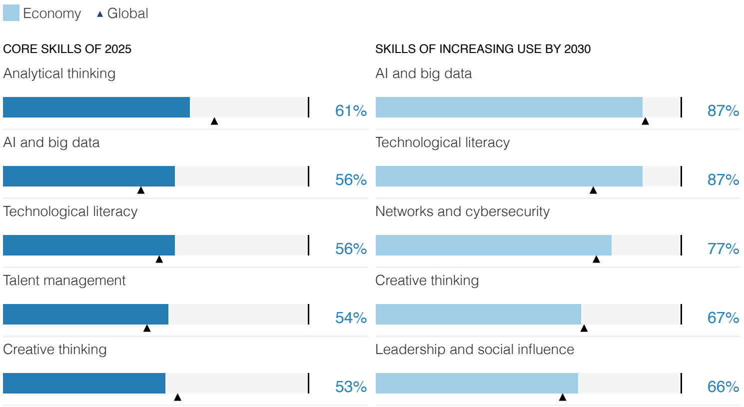
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	47	82	47
Business Intelligence Analysts	22	18	22
Human Resources Specialists	8	5	12
Managing Directors and Chief Executives	0	5	6
Accountants and Auditors	-4	-8	13
Data Entry Clerks	-27	-26	30

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025	
Analytical thinking	61%
AI and big data	56%
Technological literacy	56%
Talent management	54%
Creative thinking	53%

SKILLS OF INCREASING USE BY 2030	
AI and big data	87%
Technological literacy	87%
Networks and cybersecurity	77%
Creative thinking	67%
Leadership and social influence	66%

Working Age Population (Millions)

United Arab Emirates

9.4

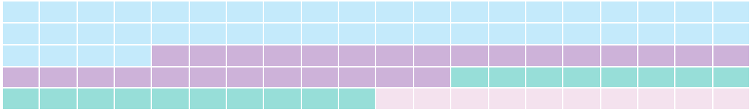
Upskilling and reskilling outlook

44 | Global 41
Would not need training by 2030

28 | Global 29
Would be upskilled in their current role

18 | Global 19
Would be upskilled and redeployed

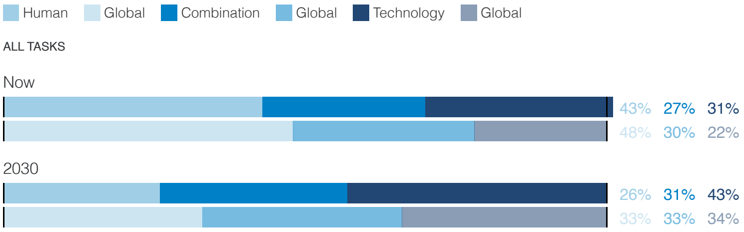
10 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

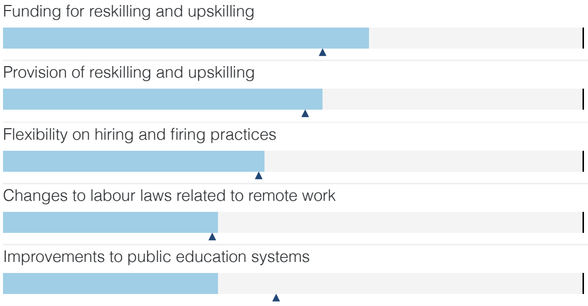


Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

🟦 Economy ▲ Global



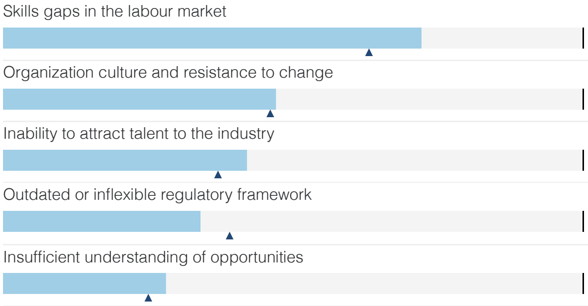
	ECONOMY	GLOBAL
Funding for reskilling and upskilling	63%	55%
Provision of reskilling and upskilling	55%	52%
Flexibility on hiring and firing practices	45%	44%
Changes to labour laws related to remote work	37%	36%
Improvements to public education systems	37%	47%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

🟦 Economy ▲ Global

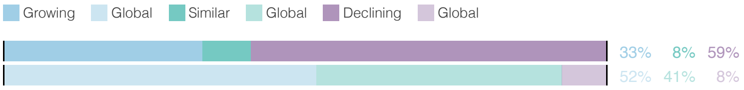


	ECONOMY	GLOBAL
Skills gaps in the labour market	72%	63%
Organization culture and resistance to change	47%	46%
Inability to attract talent to the industry	42%	37%
Outdated or inflexible regulatory framework	34%	39%
Insufficient understanding of opportunities	28%	25%

Wage outlook

Wage trends

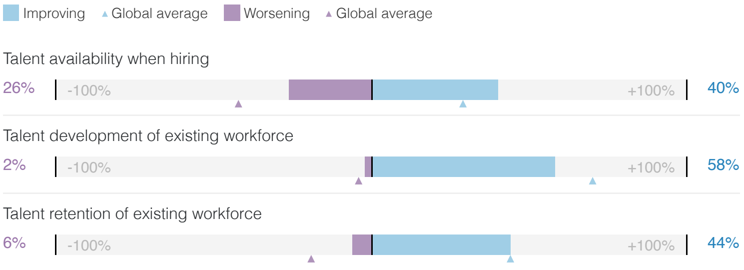
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

49 | Global 48
Targeted recruitment, retention and progression initiatives

45 | Global 42
Set DEI goals, targets or quotas

40 | Global 51
Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

79 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

68 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

55 | Global 47
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

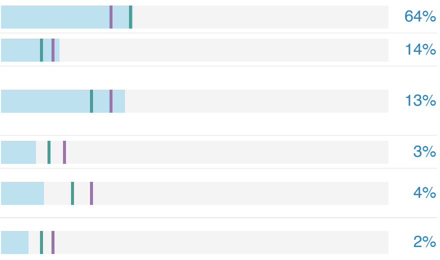
United Kingdom

Working Age Population (Millions)

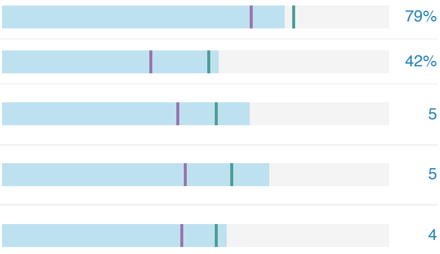
47.5

Contextual indicators

| Regional average | Income Group average



INDICATORS		
Labour force participation	(2023)	64%
Vulnerable employment	(2022)	14%
Share of youth not in employment, education, or training (NEET)	(2023)	13%
Unemployment rate	(2023)	3%
Unemployment rate among workers with basic edu.	(2023)	4%
Unemployment rate among workers with advanced edu.	(2023)	2%



INDICATORS		
Secondary Education Attainment	(2023)	79%
Tertiary Education Attainment	(2023)	42%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

23% | Global 22%

Labour-market churn

Five-year structural labour-force churn

33% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

93% | Global 88%

AI exposure

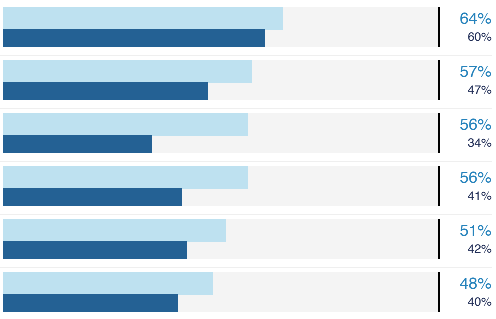
Share of organizations running AI programmes

Trend outlook

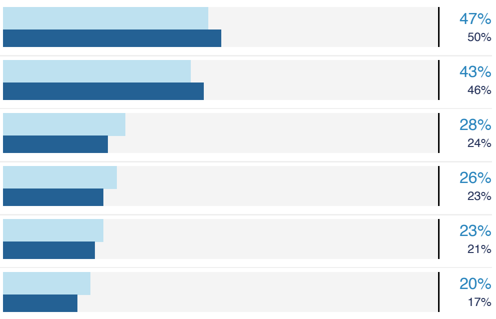
Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

Economy ■ Global



Broadening digital access	64%	60%
Increased efforts and investments to reduce carbon…	57%	47%
Increased geopolitical division and conflicts	56%	34%
Increased efforts and investments to adapt to climate…	56%	41%
Slower economic growth	51%	42%
Ageing and declining working-age populations	48%	40%



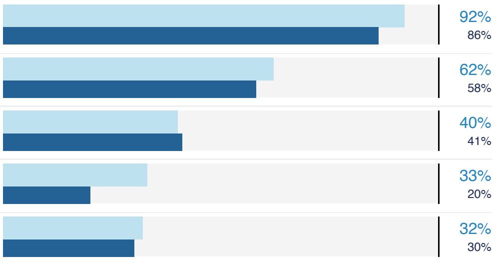
Rising cost of living, higher prices or inflation	47%	50%
Increased focus on labour and social issues	43%	46%
Growing working-age populations	28%	24%
Increased restrictions to global trade and investment	26%	23%
Increased government subsidies and industrial policy	23%	21%
Stricter anti-trust and competition regulations	20%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

Economy ■ Global



AI and information processing technologies (big data, VR, AR…	92%	86%
Robots and autonomous systems	62%	58%
Energy generation, storage and distribution	40%	41%
Semiconductors and computing technologies	33%	20%
New materials and composites	32%	30%

Sensing, laser and optical technologies	24%	18%
Quantum and encryption	23%	12%
Biotechnology and gene technologies	15%	11%
Satellites and space technologies	10%	9%

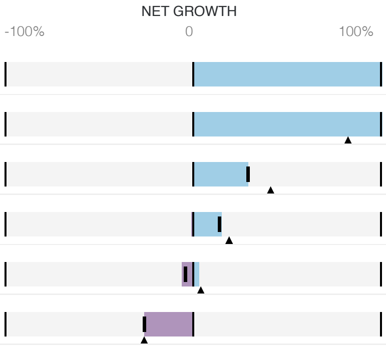
Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth Job Growth Job displacement | Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn



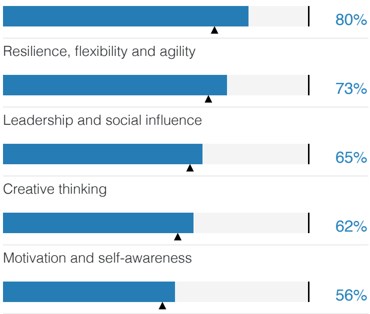
	1.	2.	3.
Big Data Specialists	319	113	320
AI and Machine Learning Specialists	151	82	151
Data Analysts and Scientists	29	41	29
Business Development Professionals	14	19	15
General and Operations Managers	-4	4	9
Data Entry Clerks	-26	-26	26

Skill outlook

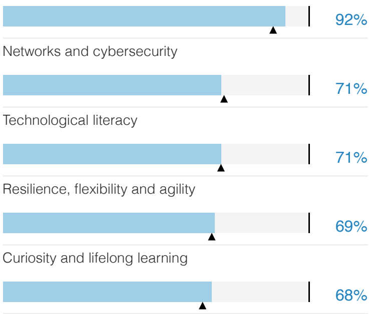
Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy ▲ Global



CORE SKILLS OF 2025	
Analytical thinking	80%
Resilience, flexibility and agility	73%
Leadership and social influence	65%
Creative thinking	62%
Motivation and self-awareness	56%



SKILLS OF INCREASING USE BY 2030	
AI and big data	92%
Networks and cybersecurity	71%
Technological literacy	71%
Resilience, flexibility and agility	69%
Curiosity and lifelong learning	68%

United Kingdom

Working Age Population (Millions)

47.5

Upskilling and reskilling outlook

35 | Global 41

Would not need training by 2030

32 | Global 29

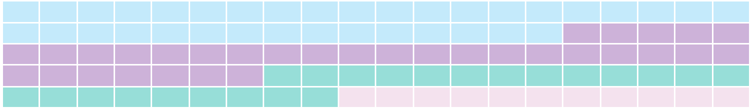
Would be upskilled in their current role

22 | Global 19

Would be upskilled and redeployed

12 | Global 11

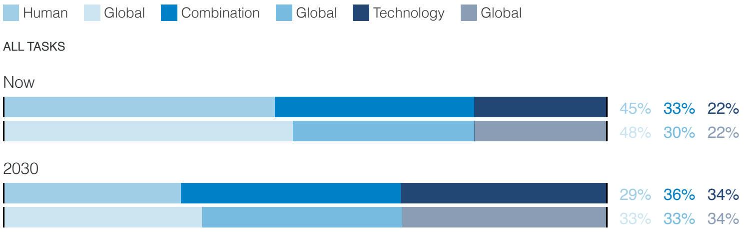
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

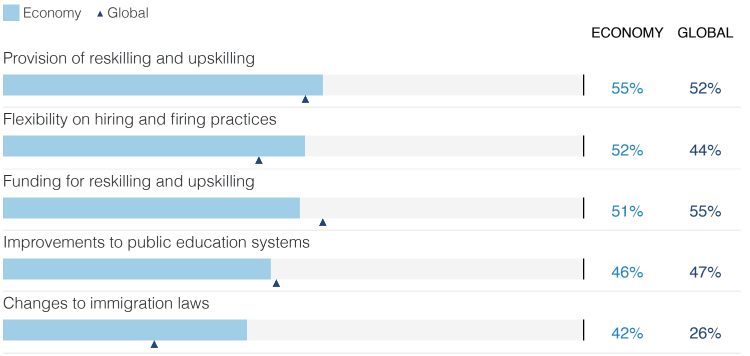
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

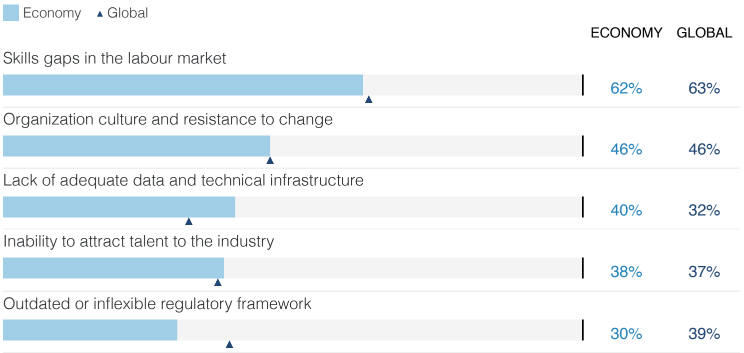
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

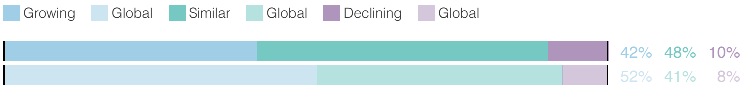
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

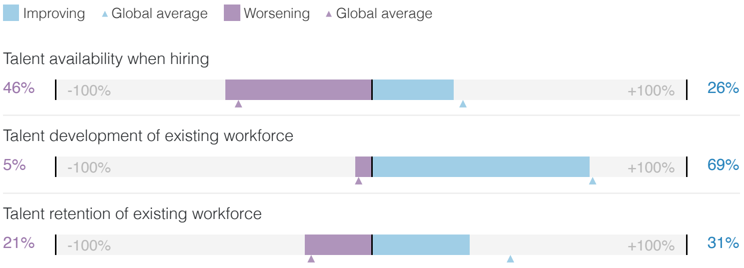
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

58 | Global 51

Run comprehensive DEI training for managers and staff

58 | Global 48

Targeted recruitment, retention and progression initiatives

52 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

90 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

74 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

66 | Global 62

Hiring new people with skills to better work alongside AI

Economy Profile

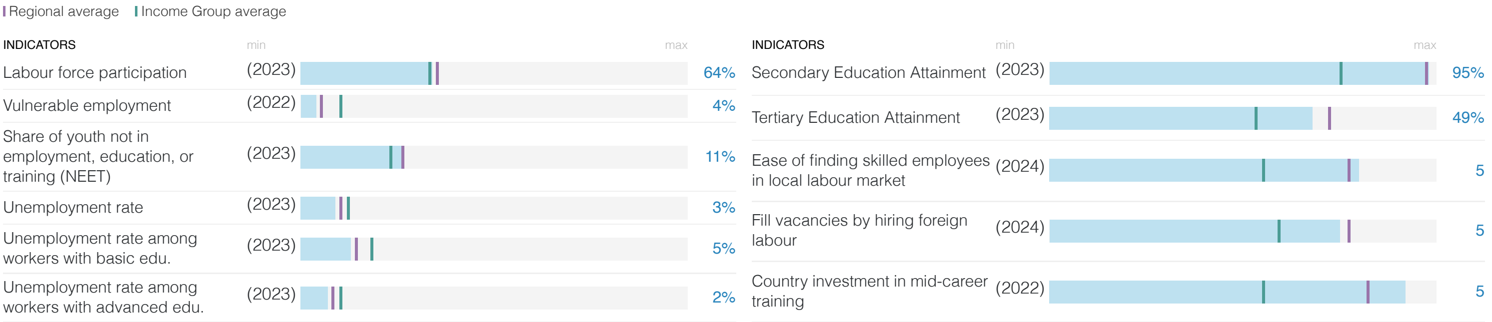
1 / 2

Working Age Population (Millions)

United States of America

227.6

Contextual indicators



INDICATORS		
Labour force participation	(2023)	64%
Vulnerable employment	(2022)	4%
Share of youth not in employment, education, or training (NEET)	(2023)	11%
Unemployment rate	(2023)	3%
Unemployment rate among workers with basic edu.	(2023)	5%
Unemployment rate among workers with advanced edu.	(2023)	2%

INDICATORS		
Secondary Education Attainment	(2023)	95%
Tertiary Education Attainment	(2023)	49%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

23% | Global 22%

Labour-market churn
Five-year structural labour-force churn

35% | Global 39%

Skill disruption
Shares of core skills which will change

97% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

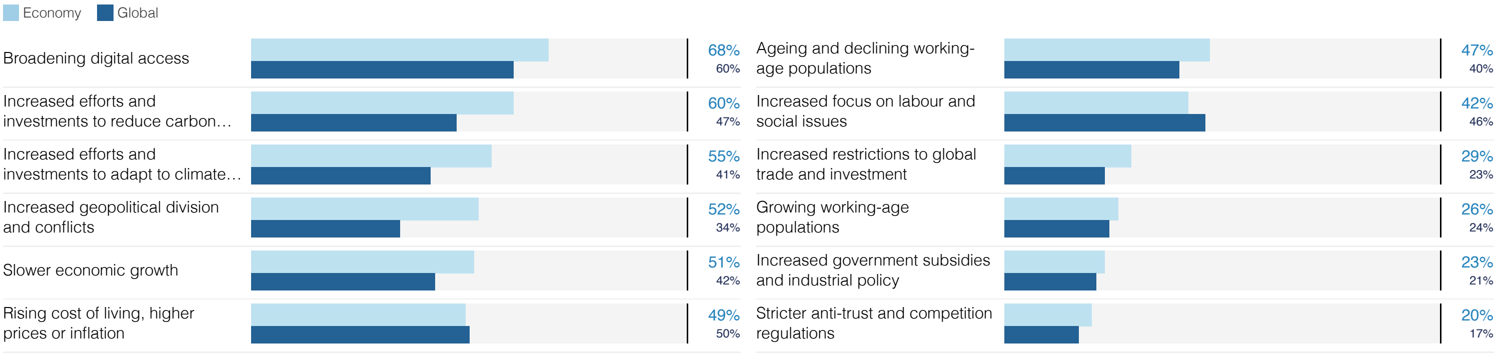
94% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

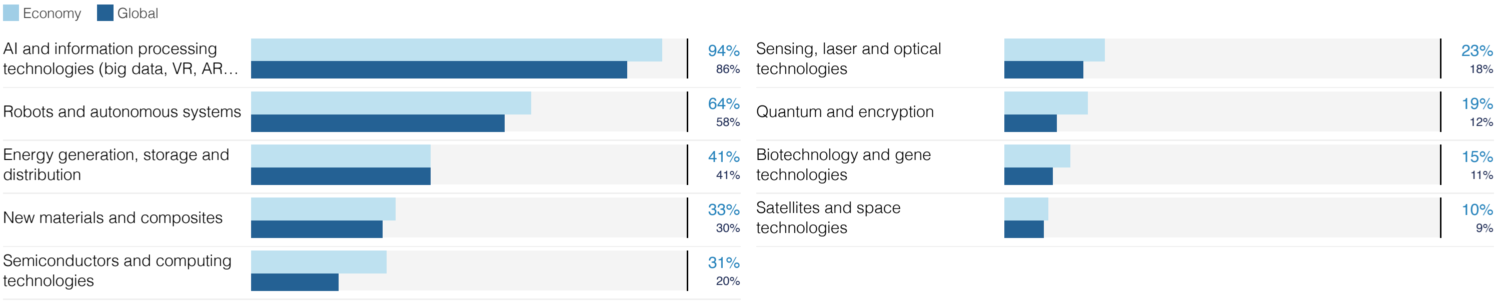


	Economy	Global
Broadening digital access	68%	60%
Increased efforts and investments to reduce carbon…	60%	47%
Increased efforts and investments to adapt to climate…	55%	41%
Increased geopolitical division and conflicts	52%	34%
Slower economic growth	51%	42%
Rising cost of living, higher prices or inflation	49%	50%
Ageing and declining working-age populations	47%	40%
Increased focus on labour and social issues	42%	46%
Increased restrictions to global trade and investment	29%	23%
Growing working-age populations	26%	24%
Increased government subsidies and industrial policy	23%	21%
Stricter anti-trust and competition regulations	20%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

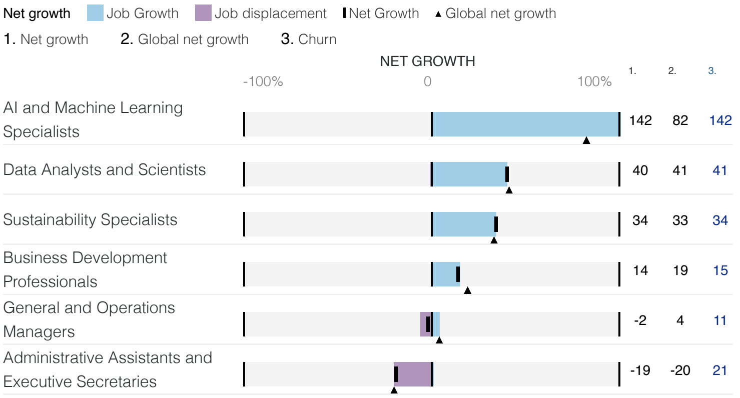


	Economy	Global
AI and information processing technologies (big data, VR, AR…	94%	86%
Robots and autonomous systems	64%	58%
Energy generation, storage and distribution	41%	41%
New materials and composites	33%	30%
Semiconductors and computing technologies	31%	20%
Sensing, laser and optical technologies	23%	18%
Quantum and encryption	19%	12%
Biotechnology and gene technologies	15%	11%
Satellites and space technologies	10%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



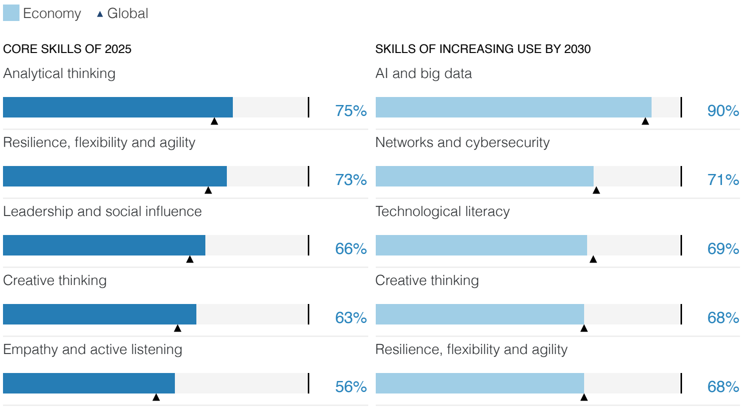
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	142	82	142
Data Analysts and Scientists	40	41	41
Sustainability Specialists	34	33	34
Business Development Professionals	14	19	15
General and Operations Managers	-2	4	11
Administrative Assistants and Executive Secretaries	-19	-20	21

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	75%	AI and big data	90%
Resilience, flexibility and agility	73%	Networks and cybersecurity	71%
Leadership and social influence	66%	Technological literacy	69%
Creative thinking	63%	Creative thinking	68%
Empathy and active listening	56%	Resilience, flexibility and agility	68%

Working Age Population (Millions)

United States of America

227.6

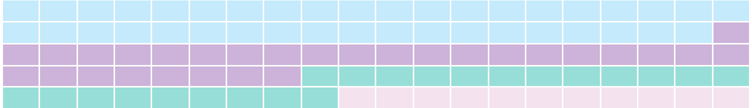
Upskilling and reskilling outlook

39 | Global 41
Would not need training by 2030

29 | Global 29
Would be upskilled in their current role

21 | Global 19
Would be upskilled and redeployed

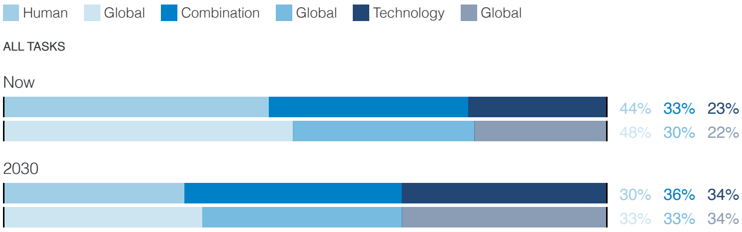
11 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

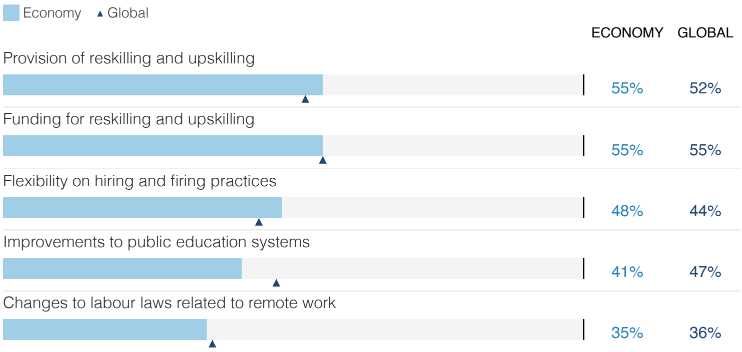


	Human	Combination	Technology
Now	44%	33%	23%
Now – Global	48%	30%	22%
2030	30%	36%	34%
2030 – Global	33%	33%	34%

Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

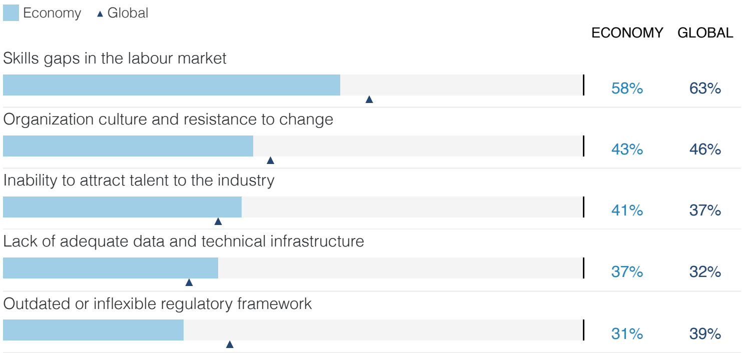


	ECONOMY	GLOBAL
Provision of reskilling and upskilling	55%	52%
Funding for reskilling and upskilling	55%	55%
Flexibility on hiring and firing practices	48%	44%
Improvements to public education systems	41%	47%
Changes to labour laws related to remote work	35%	36%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

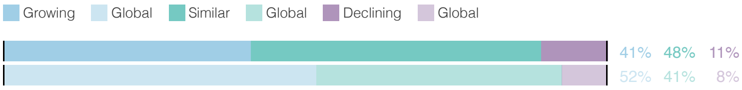


	ECONOMY	GLOBAL
Skills gaps in the labour market	58%	63%
Organization culture and resistance to change	43%	46%
Inability to attract talent to the industry	41%	37%
Lack of adequate data and technical infrastructure	37%	32%
Outdated or inflexible regulatory framework	31%	39%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

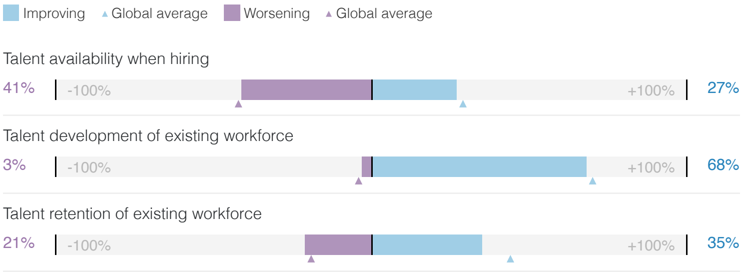


	Growing	Similar	Declining
Economy	41%	48%	11%
Global	52%	41%	8%

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



	Worsening	Improving
Talent availability when hiring	41%	27%
Talent development of existing workforce	3%	68%
Talent retention of existing workforce	21%	35%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

62 | Global 48
Targeted recruitment, retention and progression initiatives

61 | Global 51
Run comprehensive DEI training for managers and staff

55 | Global 42
Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

87 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

73 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

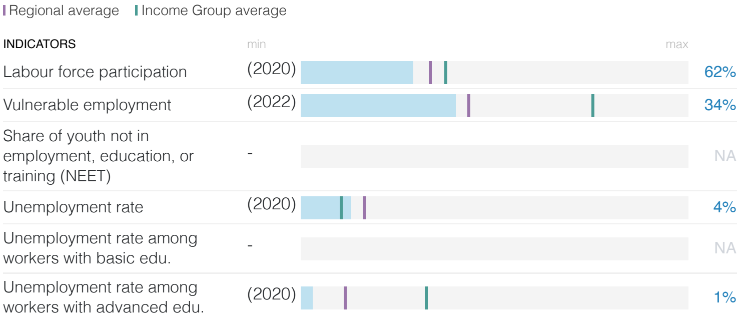
68 | Global 62
Hiring new people with skills to better work alongside AI

Working Age Population (Millions)

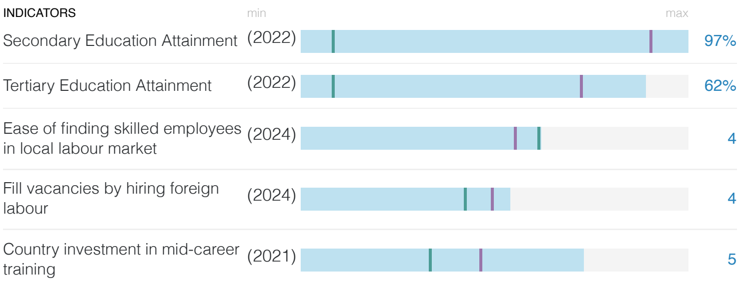
Uzbekistan

19.8

Contextual indicators



INDICATORS		
Labour force participation	(2020)	62%
Vulnerable employment	(2022)	34%
Share of youth not in employment, education, or training (NEET)	-	NA
Unemployment rate	(2020)	4%
Unemployment rate among workers with basic edu.	-	NA
Unemployment rate among workers with advanced edu.	(2020)	1%



INDICATORS		
Secondary Education Attainment	(2022)	97%
Tertiary Education Attainment	(2022)	62%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	4
Country investment in mid-career training	(2021)	5

Jobs and Skills outlook

30% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

60% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

84% | Global 88%

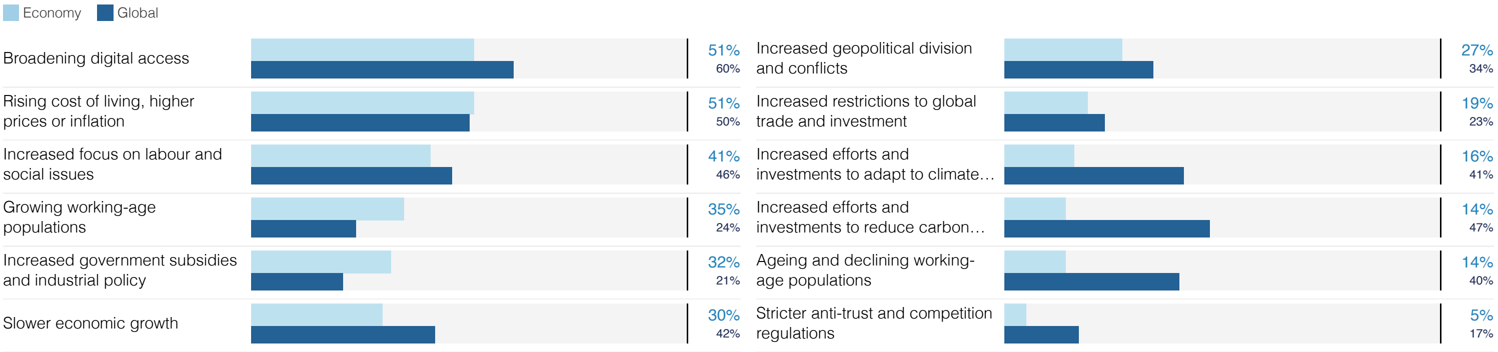
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

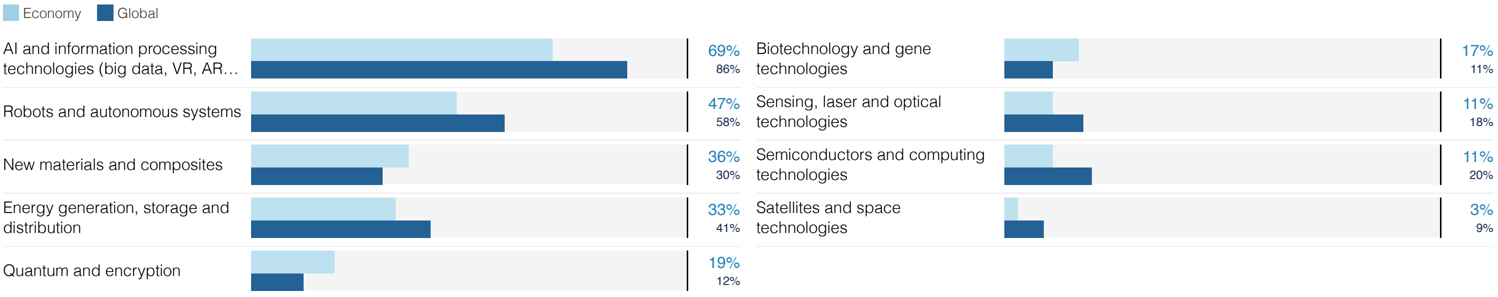


	Economy	Global
Broadening digital access	51%	60%
Rising cost of living, higher prices or inflation	51%	50%
Increased focus on labour and social issues	41%	46%
Growing working-age populations	35%	24%
Increased government subsidies and industrial policy	32%	21%
Slower economic growth	30%	42%
Increased geopolitical division and conflicts	27%	34%
Increased restrictions to global trade and investment	19%	23%
Increased efforts and investments to adapt to climate…	16%	41%
Increased efforts and investments to reduce carbon…	14%	47%
Ageing and declining working-age populations	14%	40%
Stricter anti-trust and competition regulations	5%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

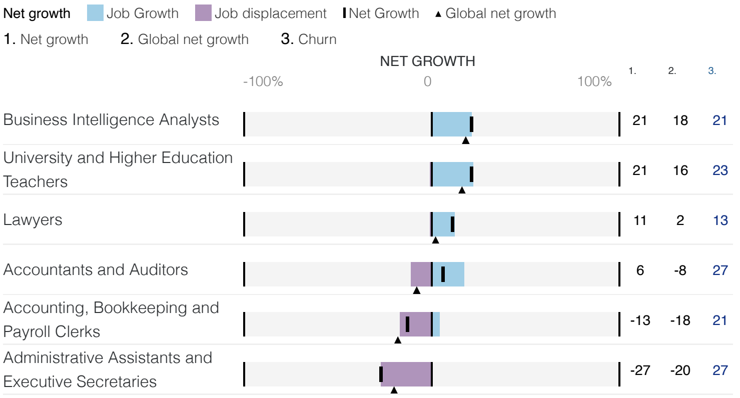


	Economy	Global
AI and information processing technologies (big data, VR, AR…	69%	86%
Robots and autonomous systems	47%	58%
New materials and composites	36%	30%
Energy generation, storage and distribution	33%	41%
Quantum and encryption	19%	12%
Biotechnology and gene technologies	17%	11%
Sensing, laser and optical technologies	11%	18%
Semiconductors and computing technologies	11%	20%
Satellites and space technologies	3%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



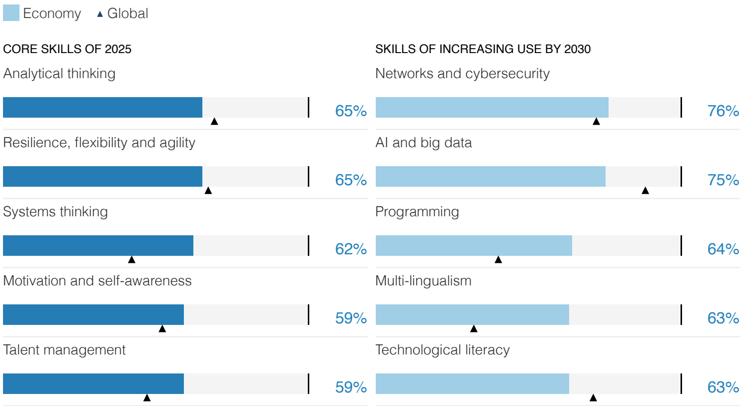
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Business Intelligence Analysts	21	18	21
University and Higher Education Teachers	21	16	23
Lawyers	11	2	13
Accountants and Auditors	6	-8	27
Accounting, Bookkeeping and Payroll Clerks	-13	-18	21
Administrative Assistants and Executive Secretaries	-27	-20	27

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	65%	Networks and cybersecurity	76%
Resilience, flexibility and agility	65%	AI and big data	75%
Systems thinking	62%	Programming	64%
Motivation and self-awareness	59%	Multi-lingualism	63%
Talent management	59%	Technological literacy	63%

Uzbekistan

Working Age Population (Millions)

19.8

Upskilling and reskilling outlook

52 | Global 41

Would not need training by 2030

22 | Global 29

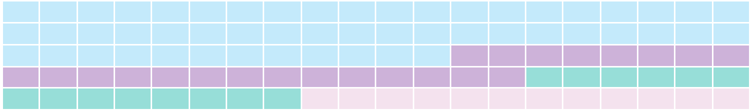
Would be upskilled in their current role

14 | Global 19

Would be upskilled and redeployed

12 | Global 11

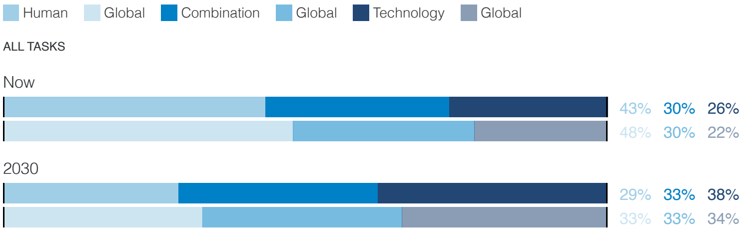
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

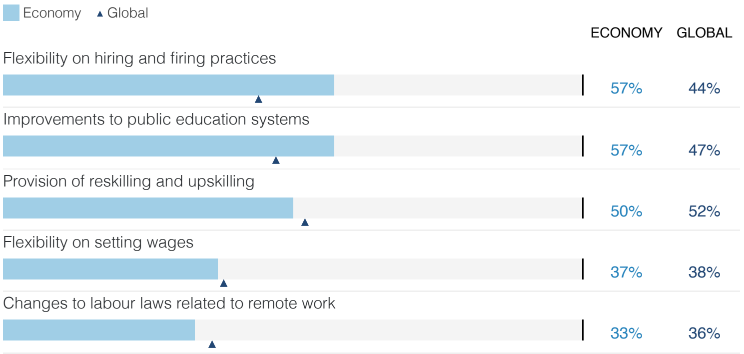
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

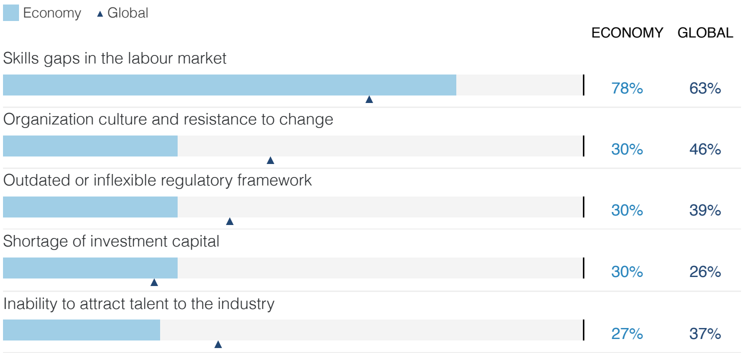
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

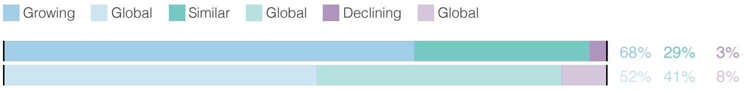
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

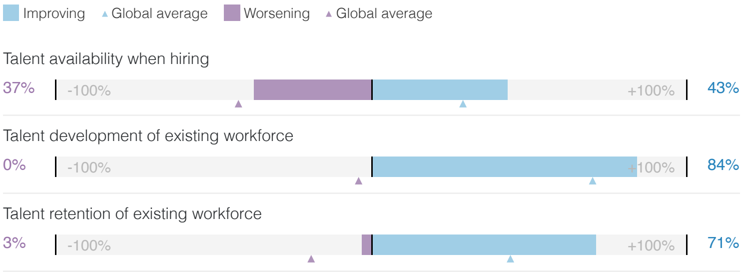
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

47 | Global 48

Targeted recruitment, retention and progression initiatives

33 | Global 39

Pay equity reviews and salary audits

27 | Global 51

Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

65 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

58 | Global 41

Downsizing workforce where AI can replicate people's work

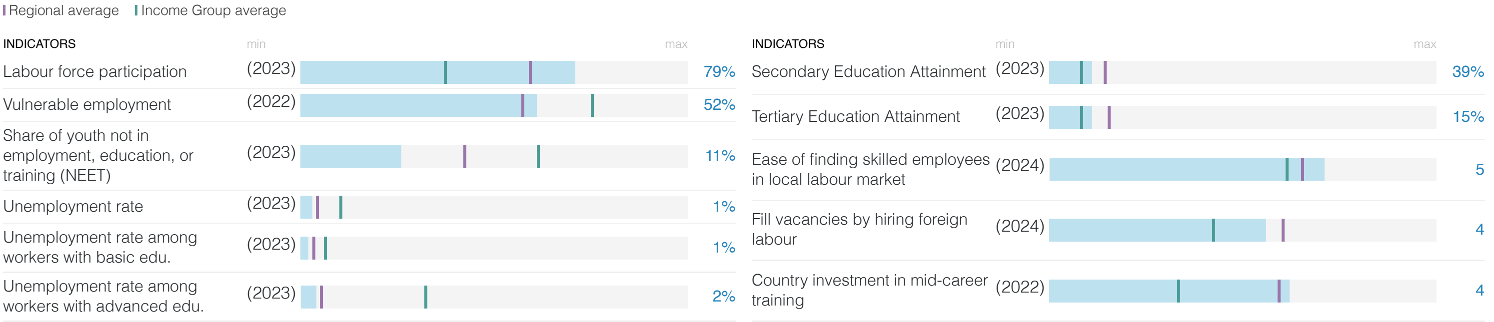
52 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

Economy Profile 1 / 2 Working Age Population (Millions)

Viet Nam 63.9

Contextual indicators



Jobs and Skills outlook

16% | Global 22%

Labour-market churn
Five-year structural labour-force churn

37% | Global 39%

Skill disruption
Shares of core skills which will change

87% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

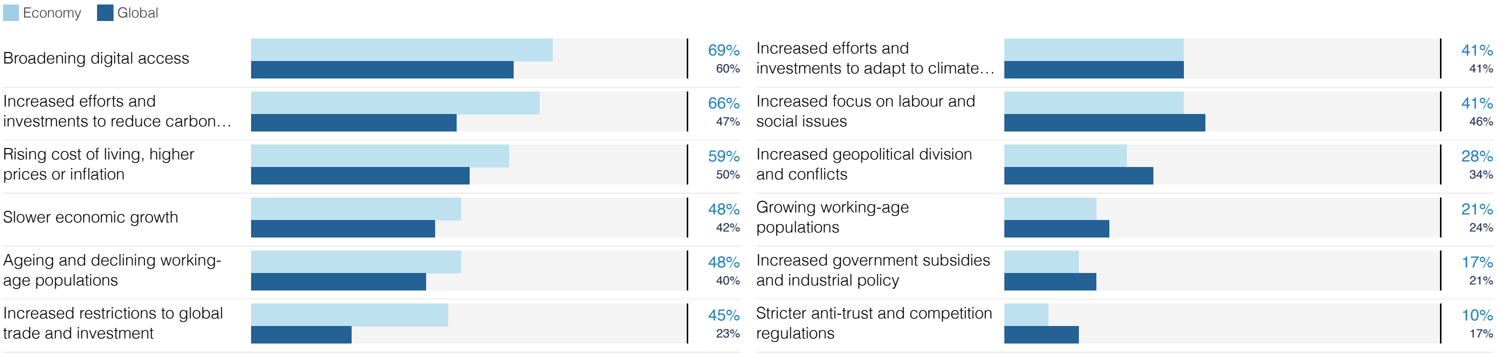
96% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

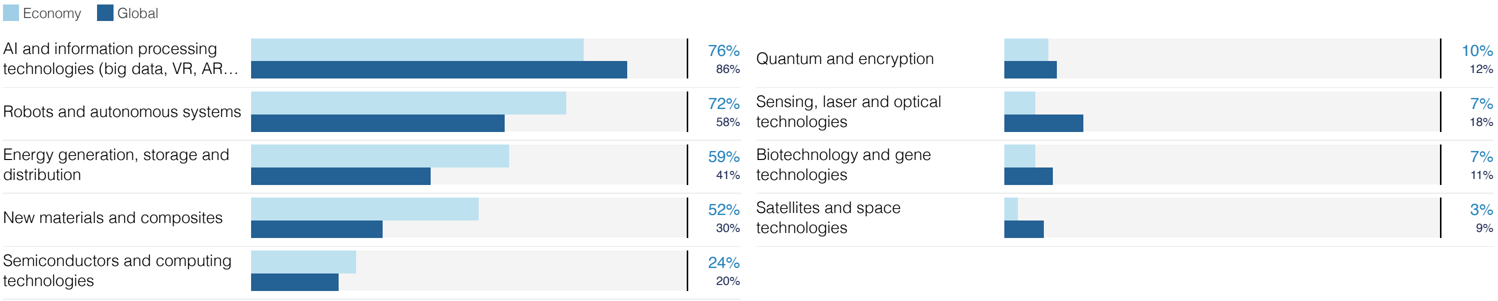
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

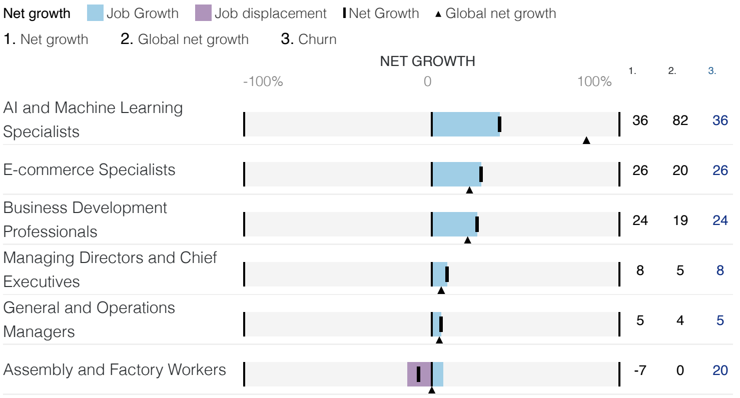
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

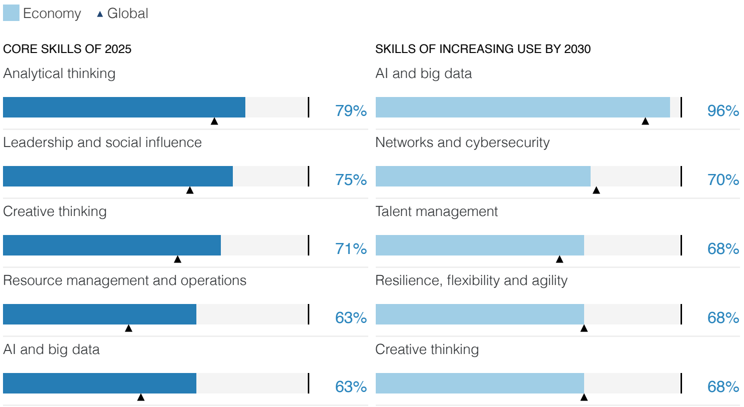
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Viet Nam

Working Age Population (Millions)

63.9

Upskilling and reskilling outlook

41 | Global 41

Would not need training by 2030

26 | Global 29

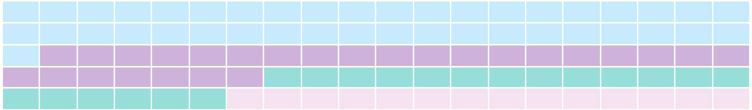
Would be upskilled in their current role

19 | Global 19

Would be upskilled and redeployed

14 | Global 11

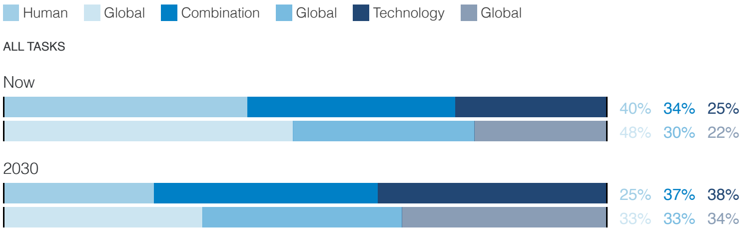
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

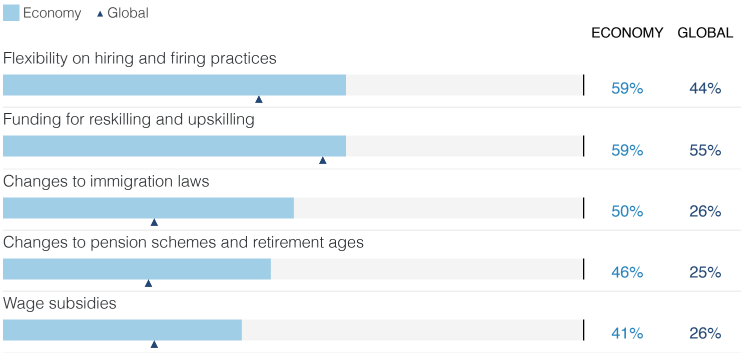
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

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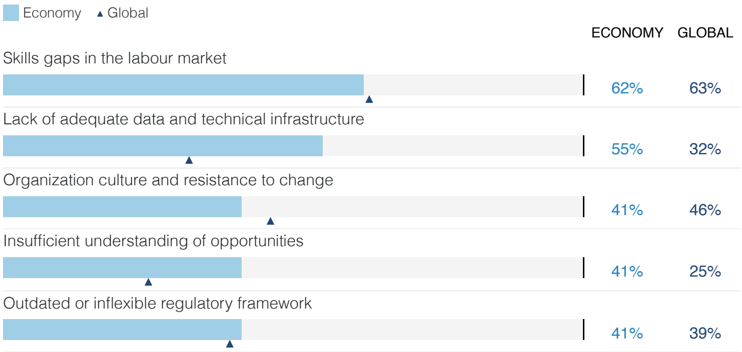

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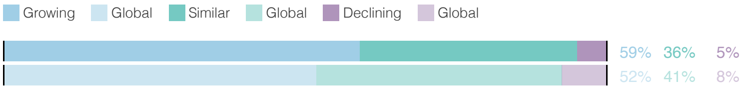
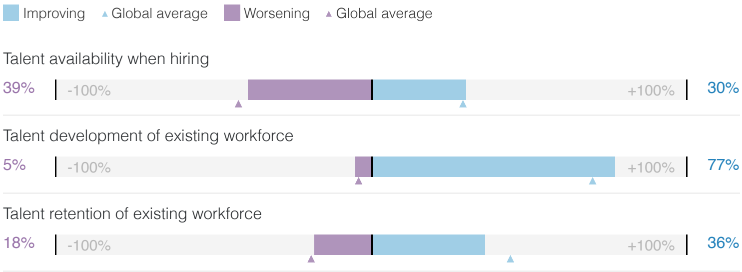


Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

61 | Global 42

Set DEI goals, targets or quotas

61 | Global 48

Targeted recruitment, retention and progression initiatives

57 | Global 51

Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

82 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

68 | Global 62

Hiring new people with skills to better work alongside AI

68 | Global 47

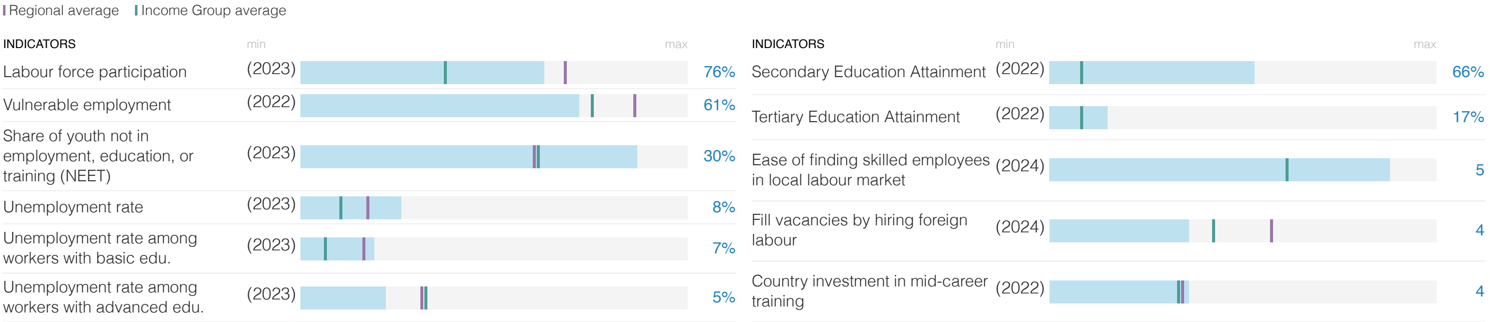
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

Working Age Population (Millions)

Zimbabwe

6.3

Contextual indicators



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Five-year structural labour-force churn

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Trend outlook

Macrotrends driving business transformation

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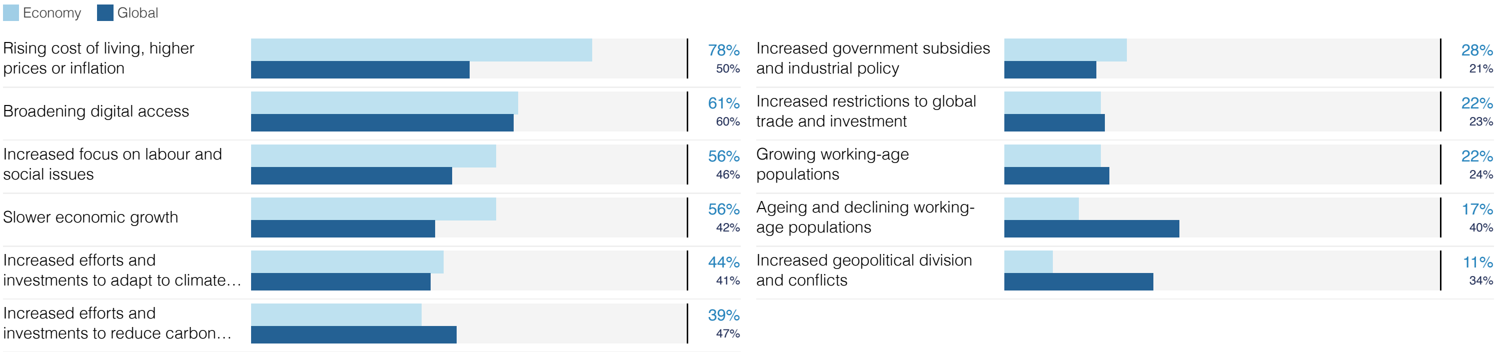
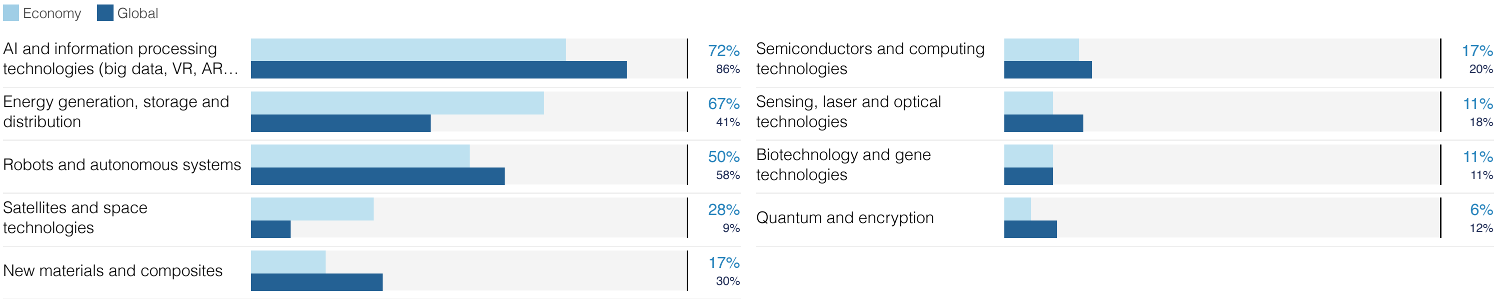


Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

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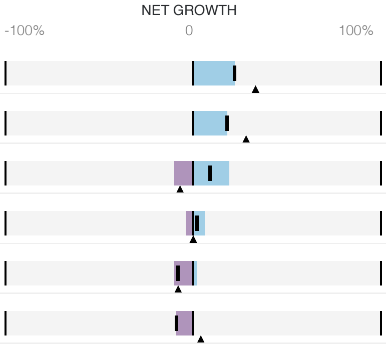


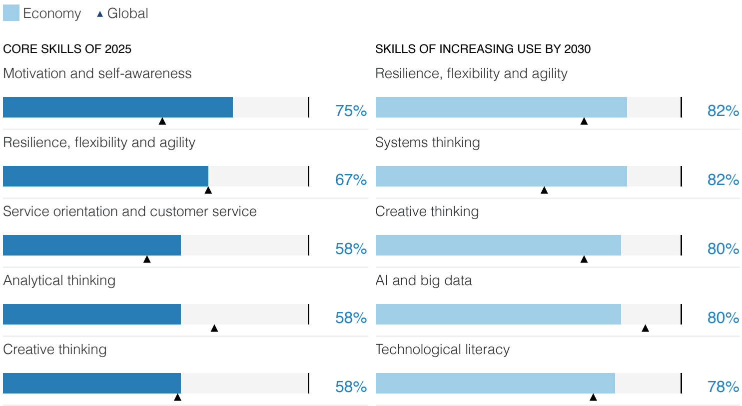
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Sustainability Specialists	22	33	22
Environmental Protection Professionals	18	28	18
Business Services and Administration Managers	9	-7	29
Assembly and Factory Workers	2	0	10
Accountants and Auditors	-8	-8	12
General and Operations Managers	-9	4	9

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



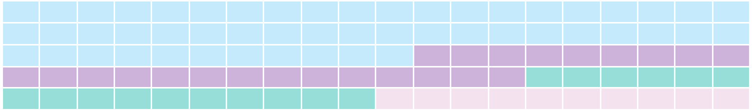
Working Age Population (Millions)

Zimbabwe

6.3

Upskilling and reskilling outlook

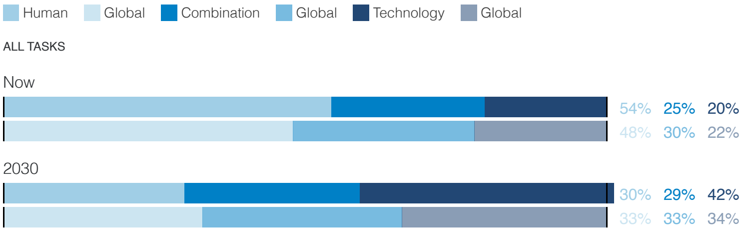
51	Global 41	Would not need training by 2030
23	Global 29	Would be upskilled in their current role
16	Global 19	Would be upskilled and redeployed
10	Global 11	Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

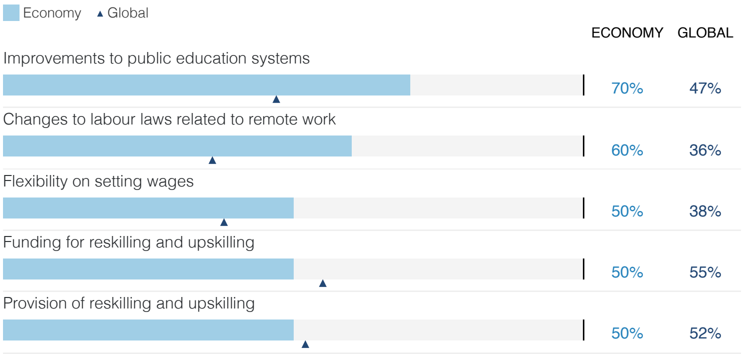


	Human	Combination	Technology
Now	54%	25%	20%
Now (Global)	48%	30%	22%
2030	30%	29%	42%
2030 (Global)	33%	33%	34%

Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

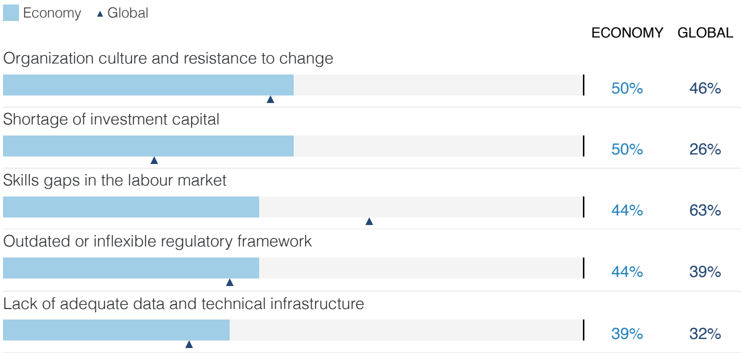


	ECONOMY	GLOBAL
Improvements to public education systems	70%	47%
Changes to labour laws related to remote work	60%	36%
Flexibility on setting wages	50%	38%
Funding for reskilling and upskilling	50%	55%
Provision of reskilling and upskilling	50%	52%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

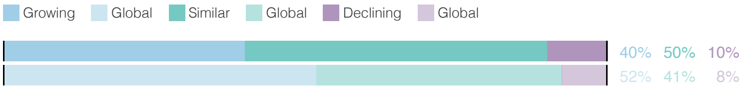


	ECONOMY	GLOBAL
Organization culture and resistance to change	50%	46%
Shortage of investment capital	50%	26%
Skills gaps in the labour market	44%	63%
Outdated or inflexible regulatory framework	44%	39%
Lack of adequate data and technical infrastructure	39%	32%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

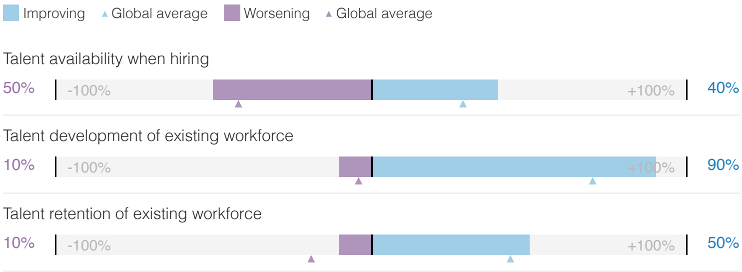


	Growing	Similar	Declining
Economy	40%	50%	10%
Global	52%	41%	8%

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



	Worsening	Improving
Talent availability when hiring	50%	40%
Talent development of existing workforce	10%	90%
Talent retention of existing workforce	10%	50%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

70	Global 48	Targeted recruitment, retention and progression initiatives
60	Global 51	Run comprehensive DEI training for managers and staff
40	Global 42	Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

82	Global 77	Reskilling and upskilling your existing workforce to better work alongside AI
55	Global 47	Transitioning people from jobs that AI will cause to decline, to other roles within your organization
55	Global 49	Re-orienting your organization to target new business opportunities created by AI

Central Asia

Working Age Population (Millions)

33.1

23% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

64% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

63% | Global 88%

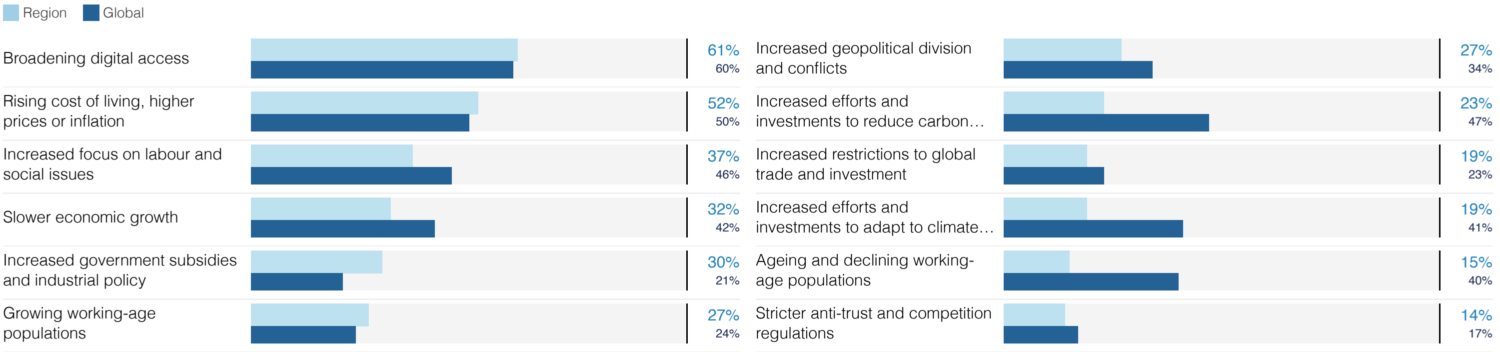
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

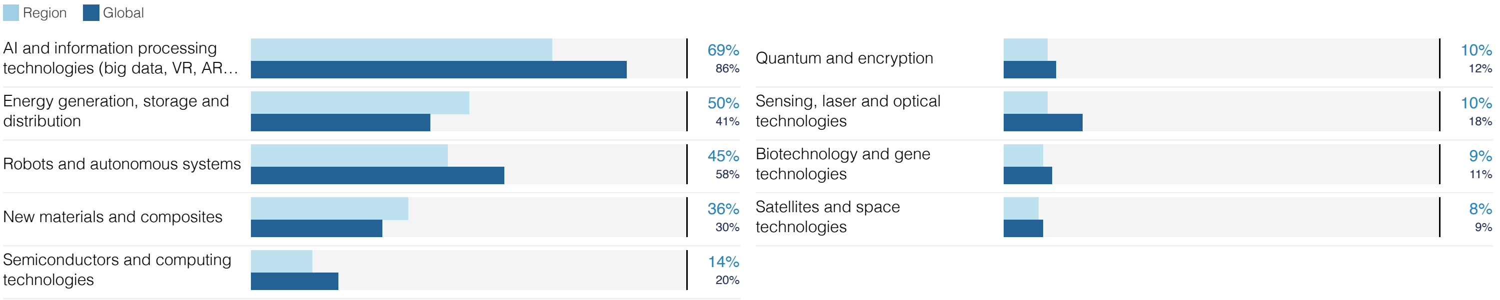


Broadening digital access	61%	60%
Rising cost of living, higher prices or inflation	52%	50%
Increased focus on labour and social issues	37%	46%
Slower economic growth	32%	42%
Increased government subsidies and industrial policy	30%	21%
Growing working-age populations	27%	24%
Increased geopolitical division and conflicts	27%	34%
Increased efforts and investments to reduce carbon…	23%	47%
Increased restrictions to global trade and investment	19%	23%
Increased efforts and investments to adapt to climate…	19%	41%
Ageing and declining working-age populations	15%	40%
Stricter anti-trust and competition regulations	14%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

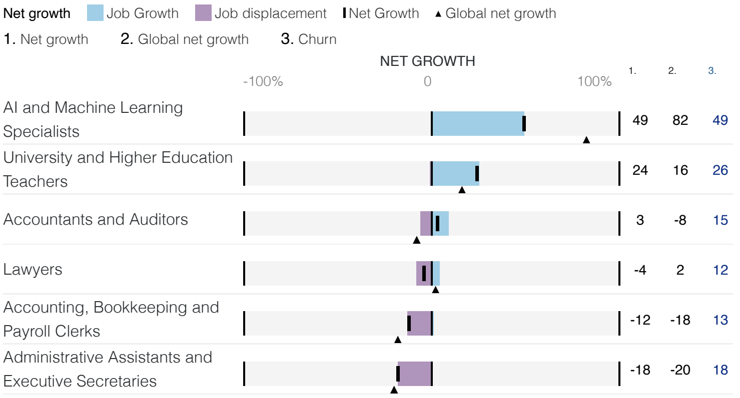


AI and information processing technologies (big data, VR, AR…	69%	86%
Energy generation, storage and distribution	50%	41%
Robots and autonomous systems	45%	58%
New materials and composites	36%	30%
Semiconductors and computing technologies	14%	20%
Quantum and encryption	10%	12%
Sensing, laser and optical technologies	10%	18%
Biotechnology and gene technologies	9%	11%
Satellites and space technologies	8%	9%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



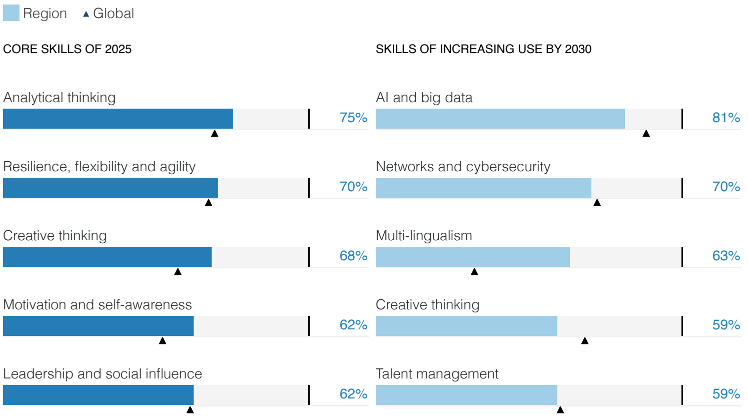
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	49	82	49
University and Higher Education Teachers	24	16	26
Accountants and Auditors	3	-8	15
Lawyers	-4	2	12
Accounting, Bookkeeping and Payroll Clerks	-12	-18	13
Administrative Assistants and Executive Secretaries	-18	-20	18

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025

Analytical thinking	75%
Resilience, flexibility and agility	70%
Creative thinking	68%
Motivation and self-awareness	62%
Leadership and social influence	62%

SKILLS OF INCREASING USE BY 2030

AI and big data	81%
Networks and cybersecurity	70%
Multi-lingualism	63%
Creative thinking	59%
Talent management	59%

Working Age Population (Millions)

Central Asia

33.1

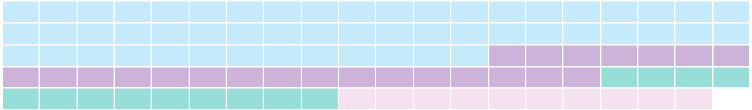
Upskilling and reskilling outlook

53 | Global 41
Would not need training by 2030

23 | Global 29
Would be upskilled in their current role

13 | Global 19
Would be upskilled and redeployed

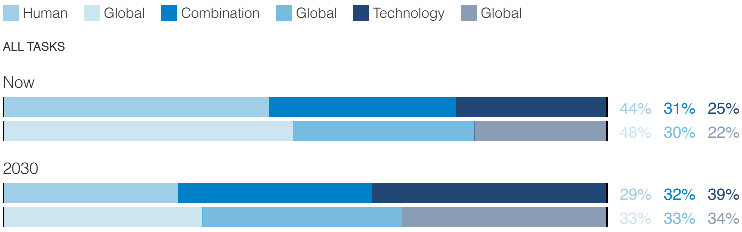
10 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

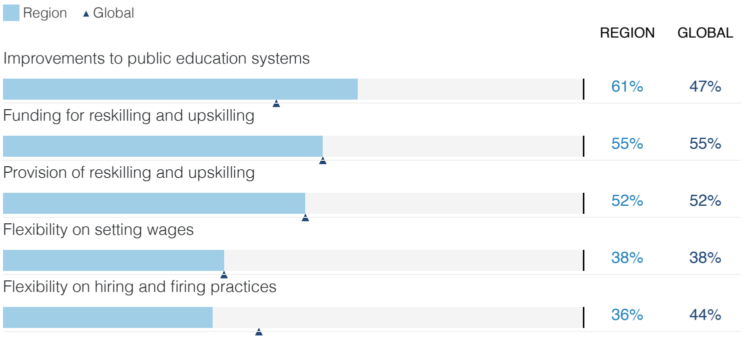
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

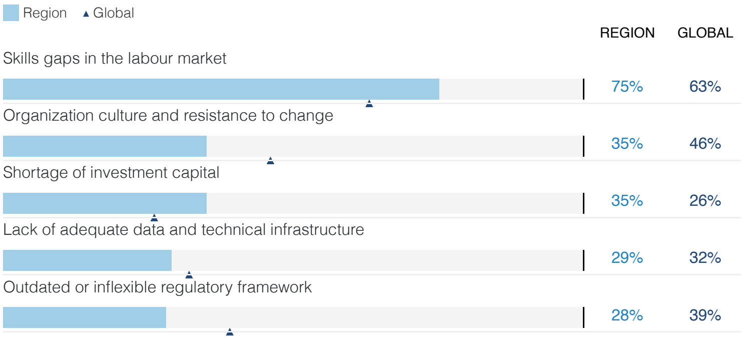
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

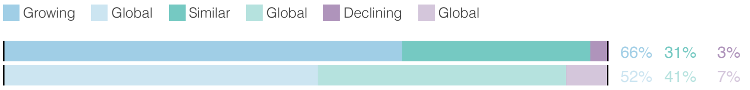
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

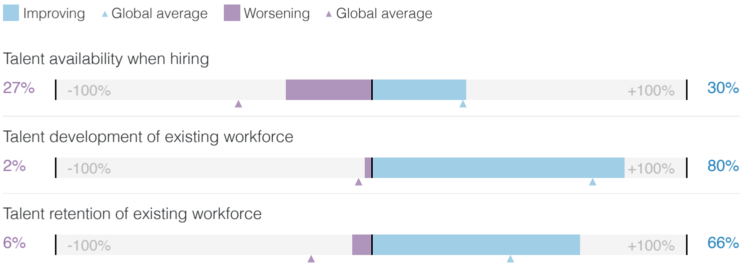
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

42 | Global 48
Targeted recruitment, retention and progression initiatives

38 | Global 39
Pay equity reviews and salary audits

31 | Global 51
Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

62 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

54 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

48 | Global 62
Hiring new people with skills to better work alongside AI

Region Profile

1 / 2

Working Age Population (Millions)

Eastern Asia

1167.5

28% | Global 22%

Labour-market churn

Five-year structural labour-force churn

32% | Global 39%

Skill disruption

Shares of core skills which will change

93% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

86% | Global 88%

AI exposure

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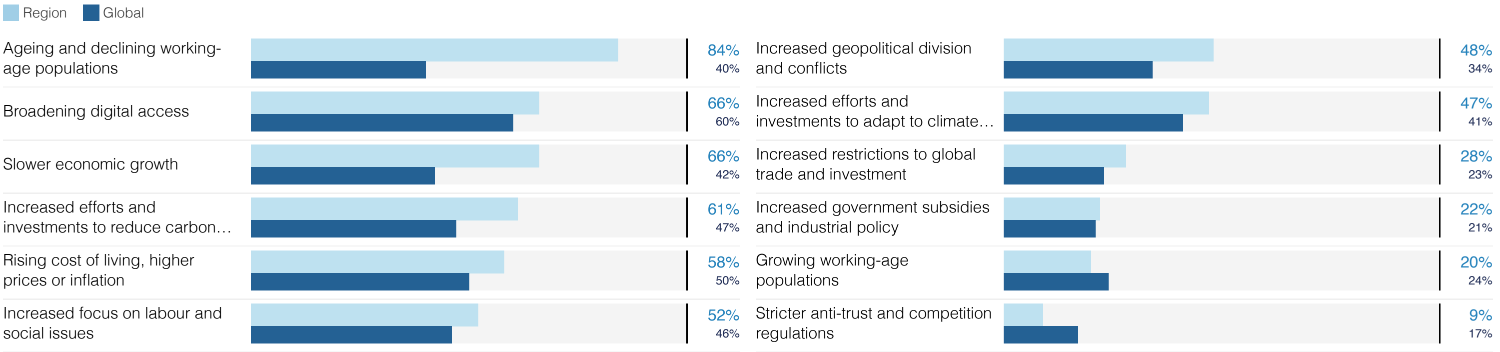

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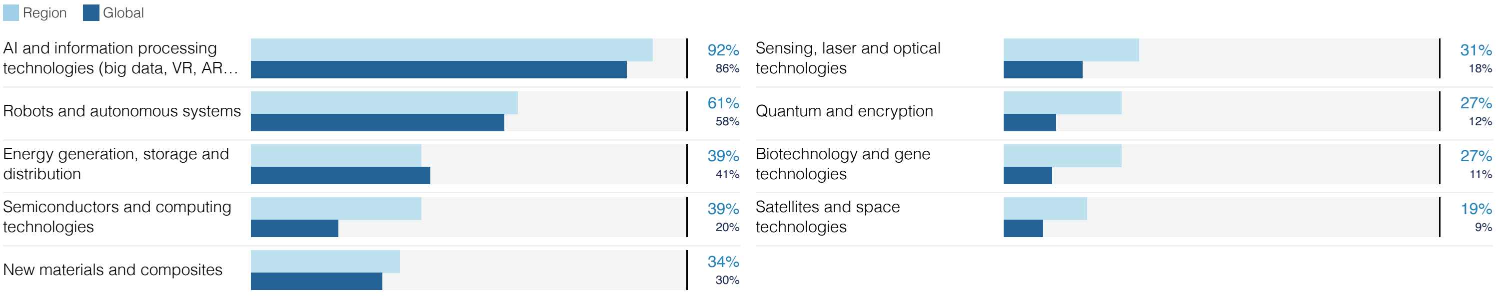

Jobs outlook

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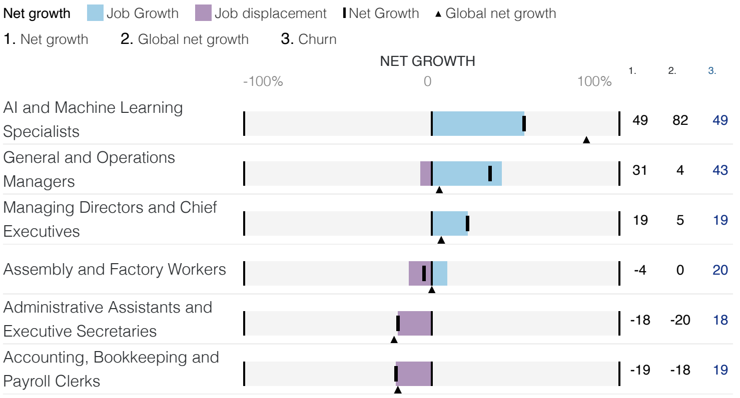
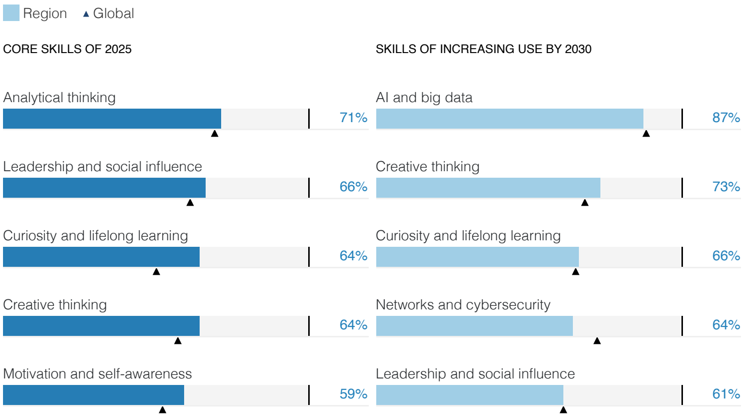


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Eastern Asia

Working Age Population (Millions)

1167.5

Upskilling and reskilling outlook

41 | Global 41
Would not need training by 2030

25 | Global 29
Would be upskilled in their current role

18 | Global 19
Would be upskilled and redeployed

15 | Global 11
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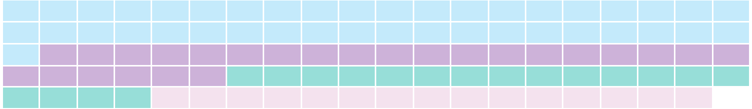

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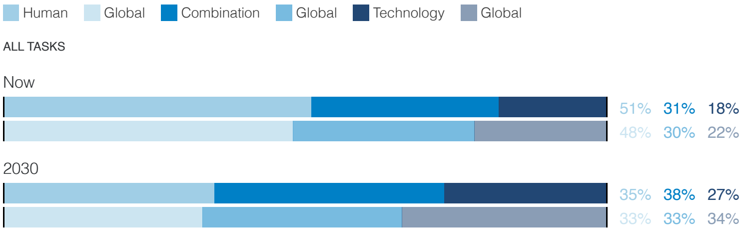

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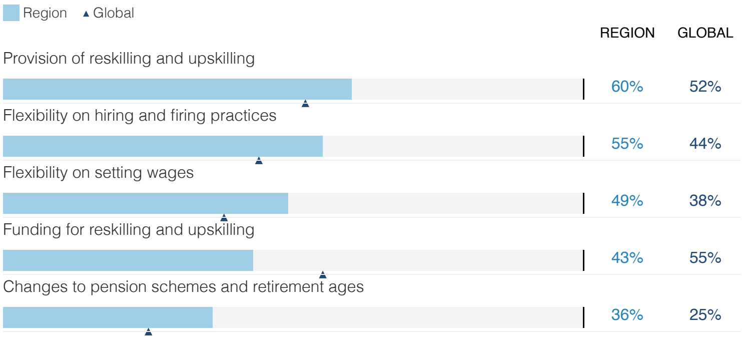
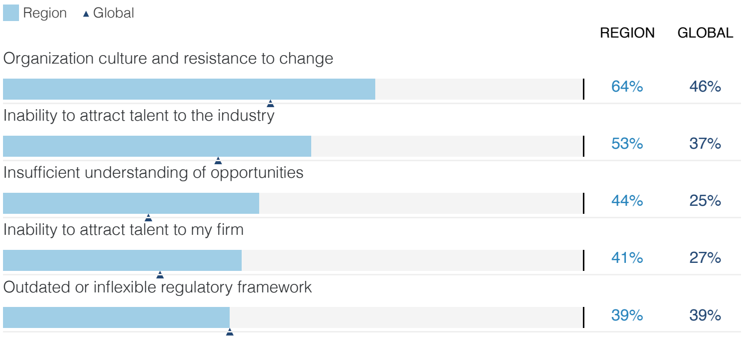


Key barriers for business transformation

Transformation barriers

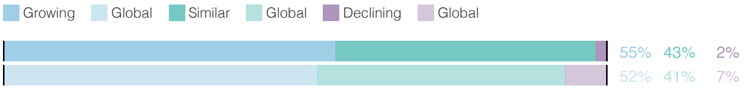
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

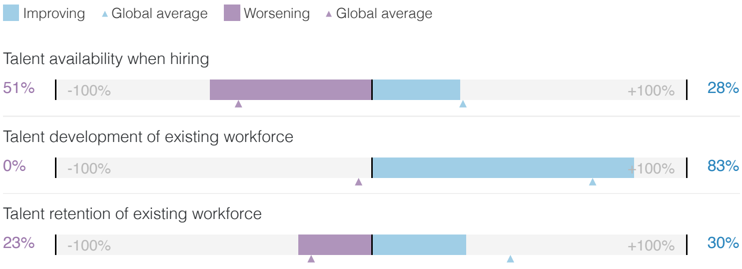
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

60 | Global 51
Run comprehensive DEI training for managers and staff

38 | Global 33
Anti-harrasment protocols

36 | Global 42
Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

82 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

70 | Global 62
Hiring new people with skills to better work alongside AI

68 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

Working Age Population (Millions)

Europe

597.0

21% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

84% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

90% | Global 88%

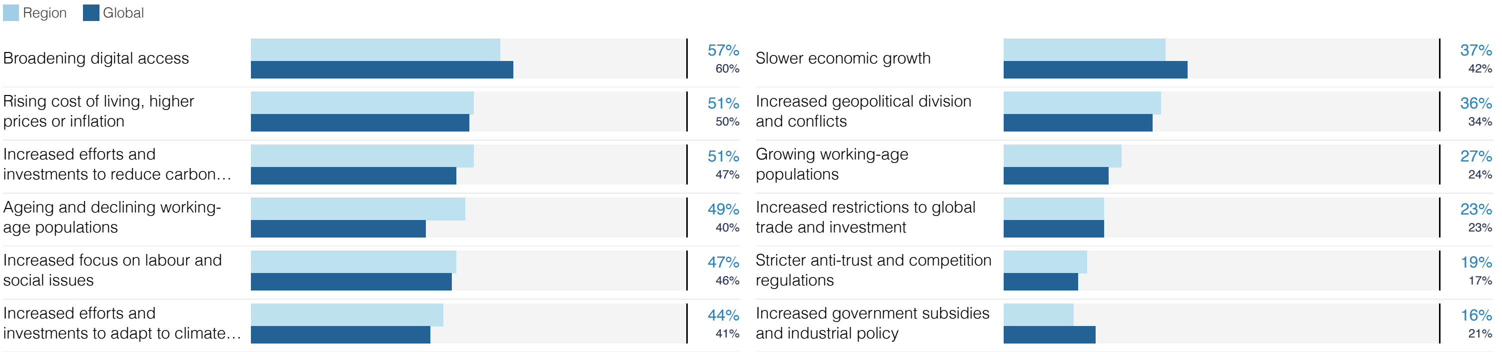
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

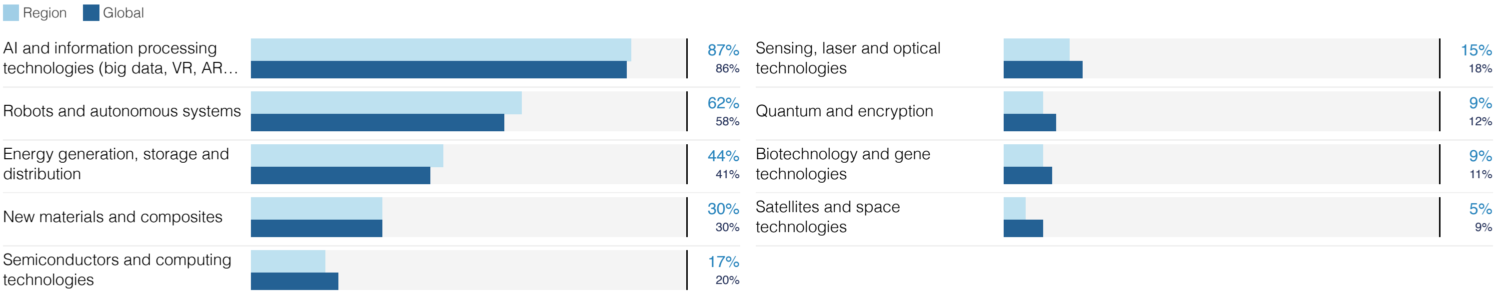


Broadening digital access	57%	60%	Slower economic growth	37%	42%
Rising cost of living, higher prices or inflation	51%	50%	Increased geopolitical division and conflicts	36%	34%
Increased efforts and investments to reduce carbon…	51%	47%	Growing working-age populations	27%	24%
Ageing and declining working-age populations	49%	40%	Increased restrictions to global trade and investment	23%	23%
Increased focus on labour and social issues	47%	46%	Stricter anti-trust and competition regulations	19%	17%
Increased efforts and investments to adapt to climate…	44%	41%	Increased government subsidies and industrial policy	16%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation



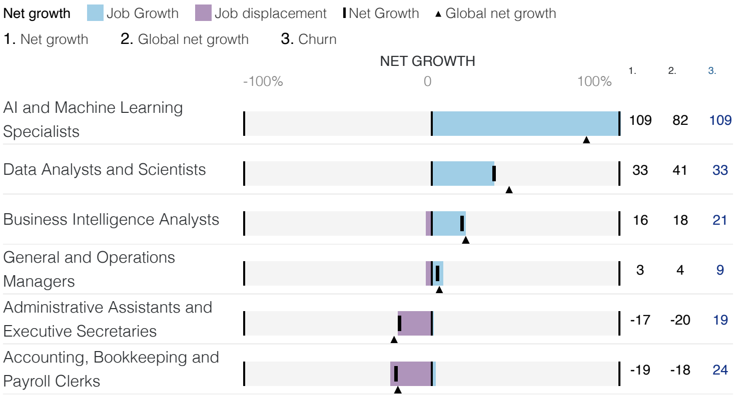
AI and information processing technologies (big data, VR, AR…	87%	86%	Sensing, laser and optical technologies	15%	18%
Robots and autonomous systems	62%	58%	Quantum and encryption	9%	12%
Energy generation, storage and distribution	44%	41%	Biotechnology and gene technologies	9%	11%
New materials and composites	30%	30%	Satellites and space technologies	5%	9%
Semiconductors and computing technologies	17%	20%			

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

1. Net growth 2. Global net growth 3. Churn

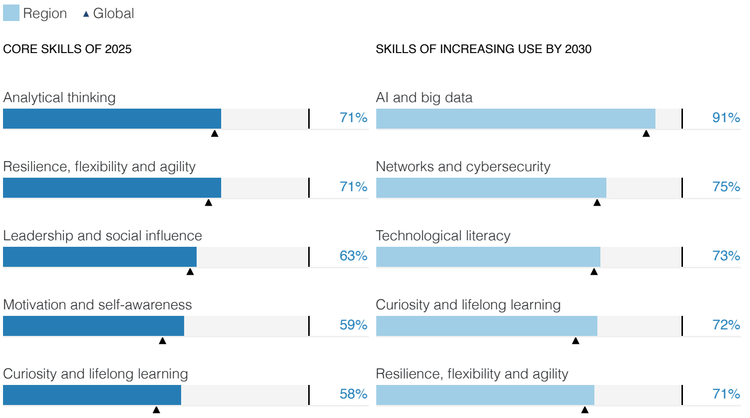


	1.	2.	3.
AI and Machine Learning Specialists	109	82	109
Data Analysts and Scientists	33	41	33
Business Intelligence Analysts	16	18	21
General and Operations Managers	3	4	9
Administrative Assistants and Executive Secretaries	-17	-20	19
Accounting, Bookkeeping and Payroll Clerks	-19	-18	24

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	71%	AI and big data	91%
Resilience, flexibility and agility	71%	Networks and cybersecurity	75%
Leadership and social influence	63%	Technological literacy	73%
Motivation and self-awareness	59%	Curiosity and lifelong learning	72%
Curiosity and lifelong learning	58%	Resilience, flexibility and agility	71%

Europe

Working Age Population (Millions)

597.0

Upskilling and reskilling outlook

38 | Global 41

Would not need training by 2030

32 | Global 29

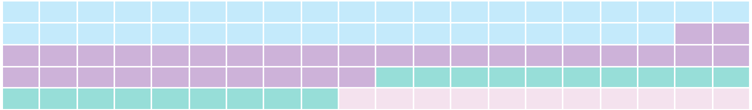
Would be upskilled in their current role

19 | Global 19

Would be upskilled and redeployed

11 | Global 11

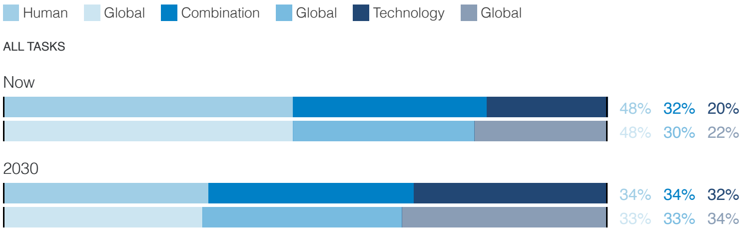
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

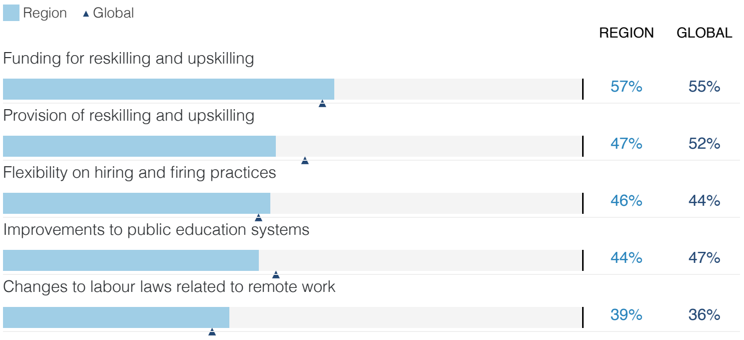
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

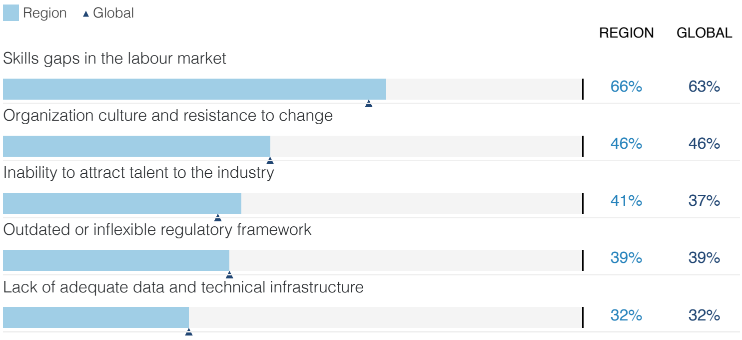
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

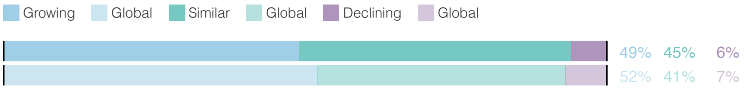
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

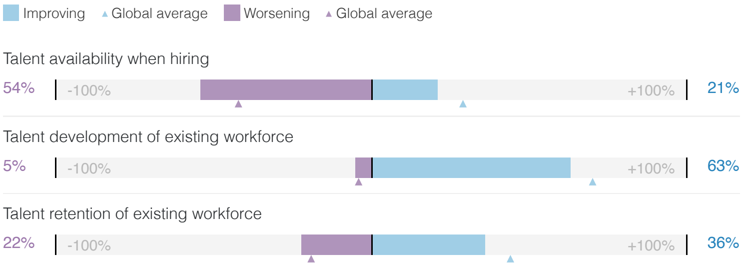
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

52 | Global 51

Run comprehensive DEI training for managers and staff

46 | Global 39

Pay equity reviews and salary audits

44 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

79 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

70 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

65 | Global 62

Hiring new people with skills to better work alongside AI

Working Age Population (Millions)

Latin America and the Caribbean

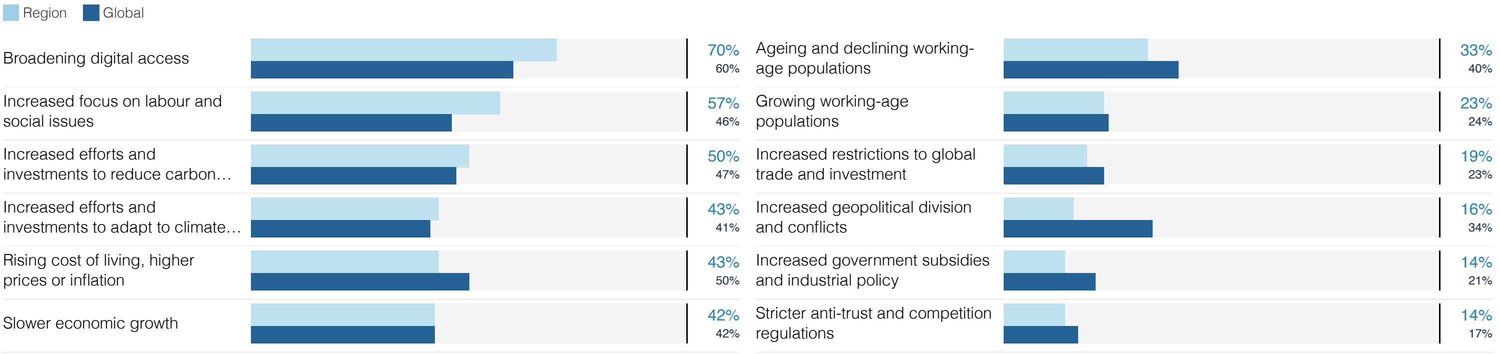
377.5

23% | Global 22%	42% | Global 39%	89% | Global 83%	94% | Global 88%
Labour-market churn	**Skill disruption**	**Organizations with DEI priorities**	**AI exposure**
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

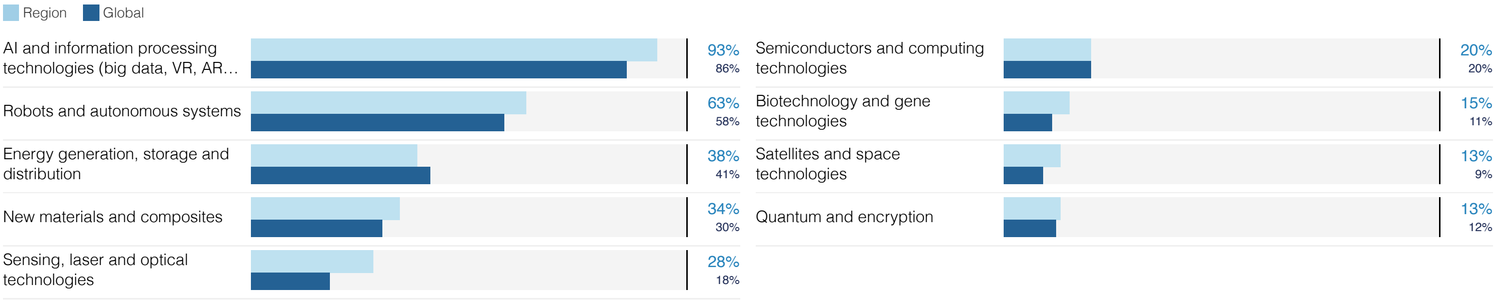


Broadening digital access	70%	60%
Increased focus on labour and social issues	57%	46%
Increased efforts and investments to reduce carbon…	50%	47%
Increased efforts and investments to adapt to climate…	43%	41%
Rising cost of living, higher prices or inflation	43%	50%
Slower economic growth	42%	42%
Ageing and declining working-age populations	33%	40%
Growing working-age populations	23%	24%
Increased restrictions to global trade and investment	19%	23%
Increased geopolitical division and conflicts	16%	34%
Increased government subsidies and industrial policy	14%	21%
Stricter anti-trust and competition regulations	14%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

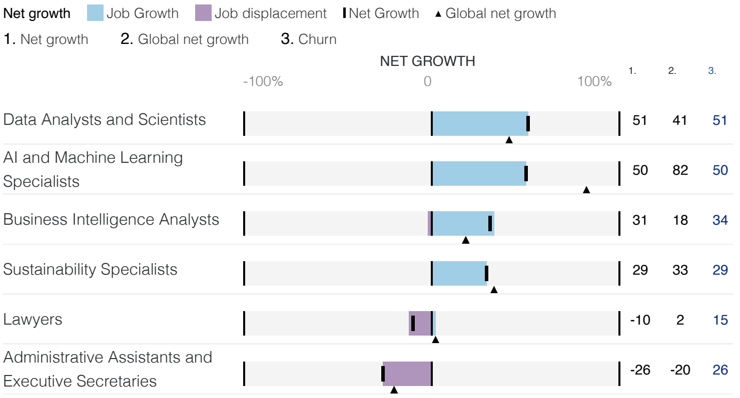


AI and information processing technologies (big data, VR, AR…	93%	86%
Robots and autonomous systems	63%	58%
Energy generation, storage and distribution	38%	41%
New materials and composites	34%	30%
Sensing, laser and optical technologies	28%	18%
Semiconductors and computing technologies	20%	20%
Biotechnology and gene technologies	15%	11%
Satellites and space technologies	13%	9%
Quantum and encryption	13%	12%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



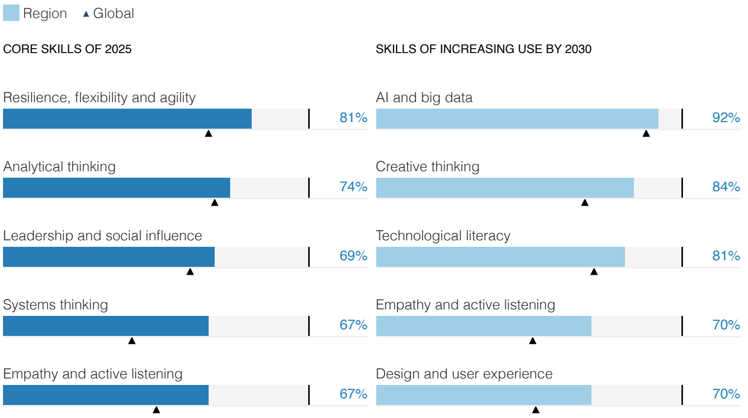
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Data Analysts and Scientists	51	41	51
AI and Machine Learning Specialists	50	82	50
Business Intelligence Analysts	31	18	34
Sustainability Specialists	29	33	29
Lawyers	-10	2	15
Administrative Assistants and Executive Secretaries	-26	-20	26

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Resilience, flexibility and agility	81%	AI and big data	92%
Analytical thinking	74%	Creative thinking	84%
Leadership and social influence	69%	Technological literacy	81%
Systems thinking	67%	Empathy and active listening	70%
Empathy and active listening	67%	Design and user experience	70%

Latin America and the Caribbean

Working Age Population (Millions)

377.5

Upskilling and reskilling outlook

41 | Global 41

Would not need training by 2030

27 | Global 29

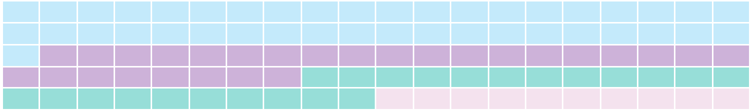
Would be upskilled in their current role

22 | Global 19

Would be upskilled and redeployed

10 | Global 11

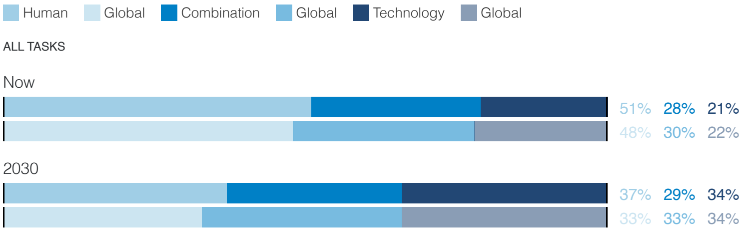
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

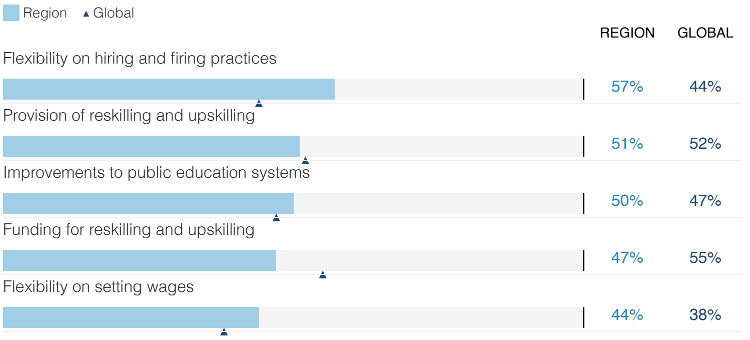
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

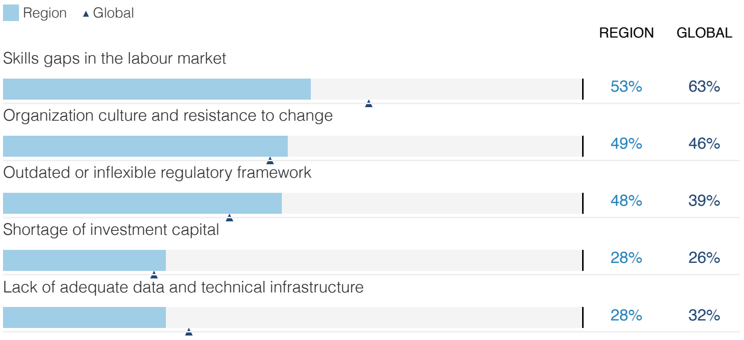


	REGION	GLOBAL
Flexibility on hiring and firing practices	57%	44%
Provision of reskilling and upskilling	51%	52%
Improvements to public education systems	50%	47%
Funding for reskilling and upskilling	47%	55%
Flexibility on setting wages	44%	38%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

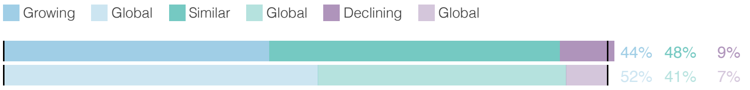


	REGION	GLOBAL
Skills gaps in the labour market	53%	63%
Organization culture and resistance to change	49%	46%
Outdated or inflexible regulatory framework	48%	39%
Shortage of investment capital	28%	26%
Lack of adequate data and technical infrastructure	28%	32%

Wage outlook

Wage trends

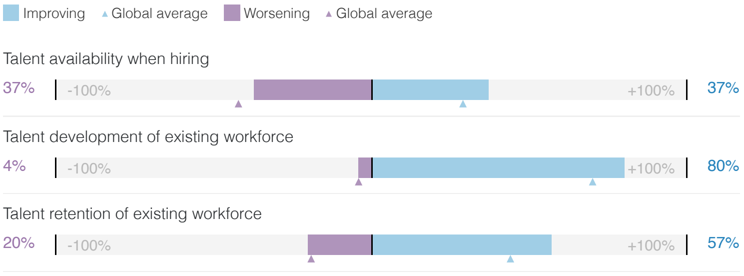
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



	Worsening	Improving
Talent availability when hiring	37%	37%
Talent development of existing workforce	4%	80%
Talent retention of existing workforce	20%	57%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

66 | Global 51

Run comprehensive DEI training for managers and staff

59 | Global 48

Targeted recruitment, retention and progression initiatives

54 | Global 33

Anti-harrasment protocols

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

79 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

74 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

72 | Global 62

Hiring new people with skills to better work alongside AI

Region Profile

1 / 2

Working Age Population (Millions)

Middle East and Northern Africa

197.7

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

46% | Global 39%

Skill disruption

Shares of core skills which will change

72% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

85% | Global 88%

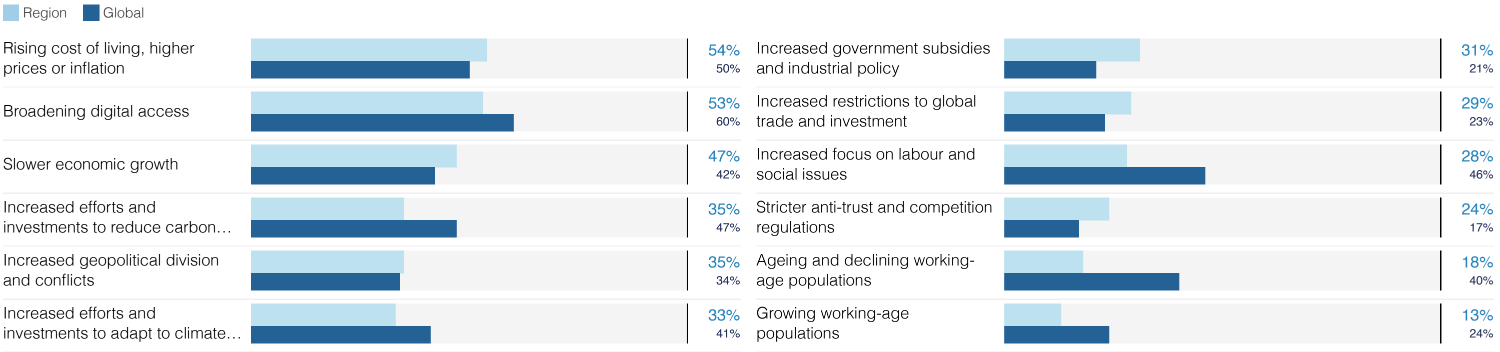
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

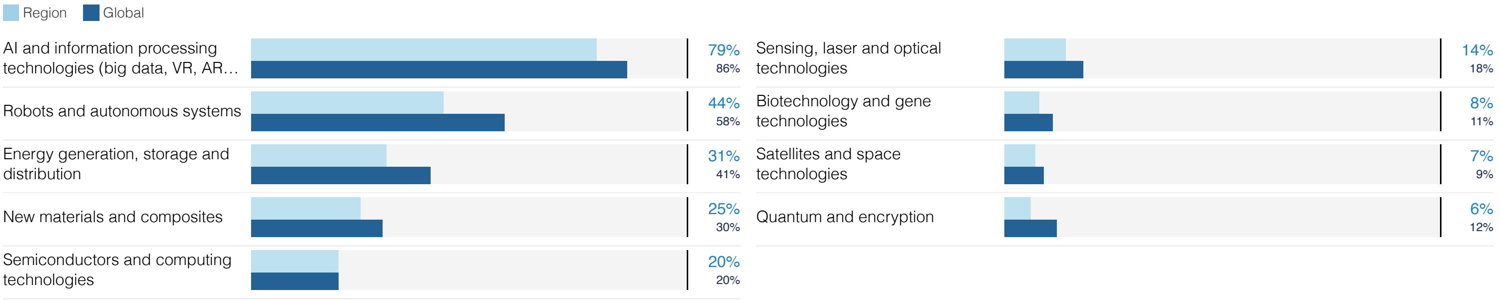
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

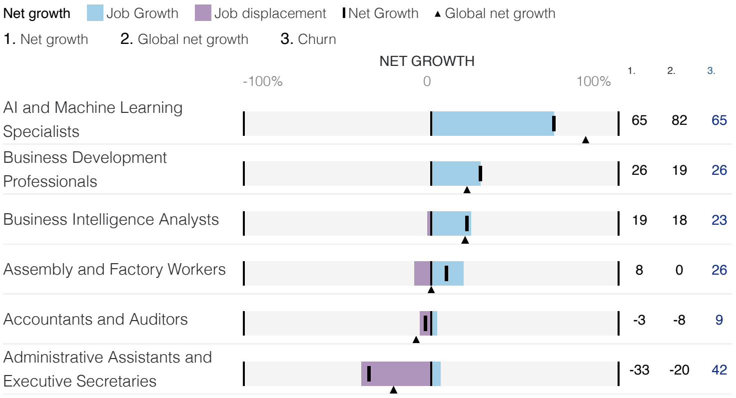
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

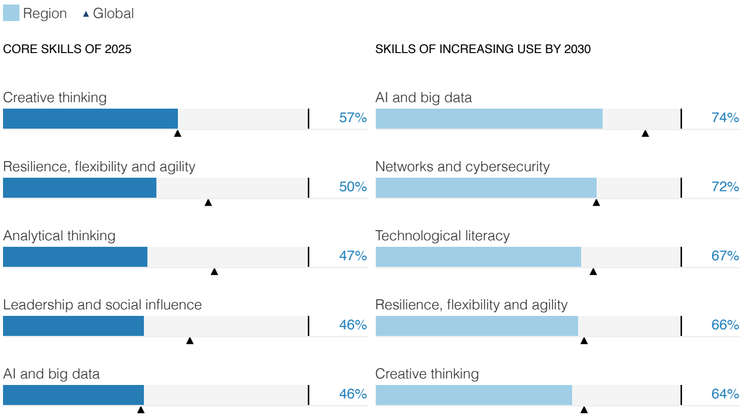
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Middle East and Northern Africa

Working Age Population (Millions)

197.7

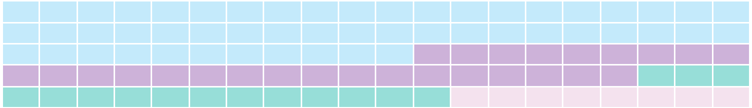
Upskilling and reskilling outlook

51 | Global 41
Would not need training by 2030

26 | Global 29
Would be upskilled in their current role

15 | Global 19
Would be upskilled and redeployed

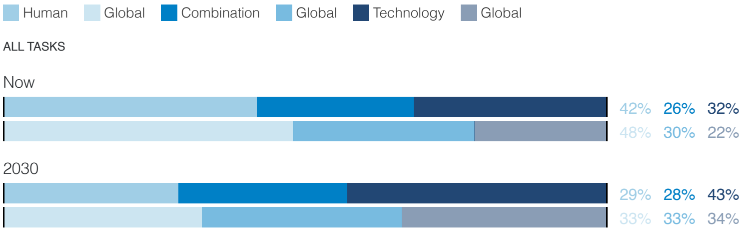
9 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

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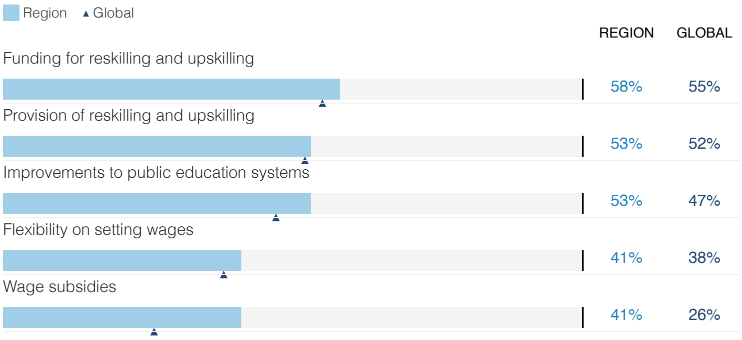
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

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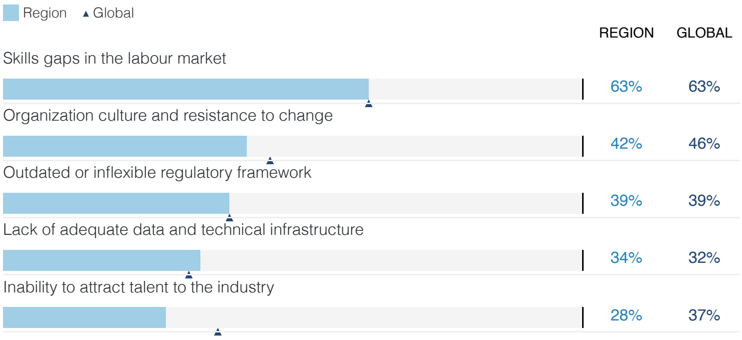

Wage outlook

Wage trends

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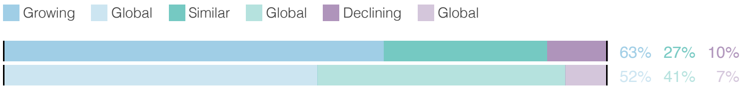
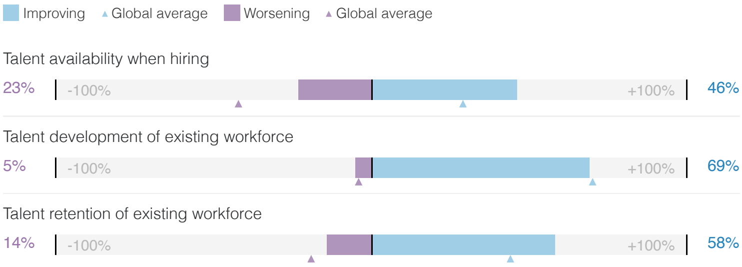


Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

36 | Global 42
Set DEI goals, targets or quotas

35 | Global 48
Targeted recruitment, retention and progression initiatives

34 | Global 51
Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

73 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

62 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

51 | Global 62
Hiring new people with skills to better work alongside AI

Northern America

Working Age Population (Millions)

255.5

21% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

96% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

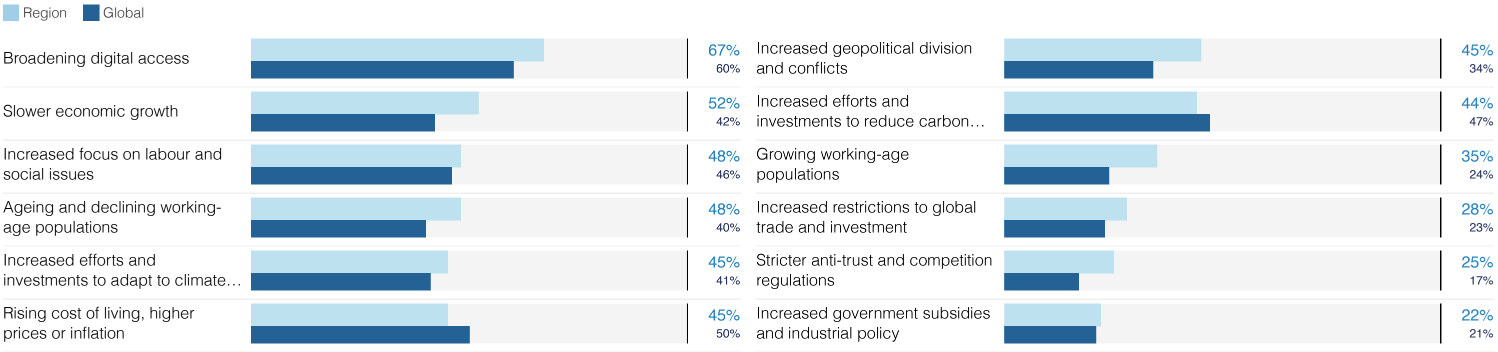
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



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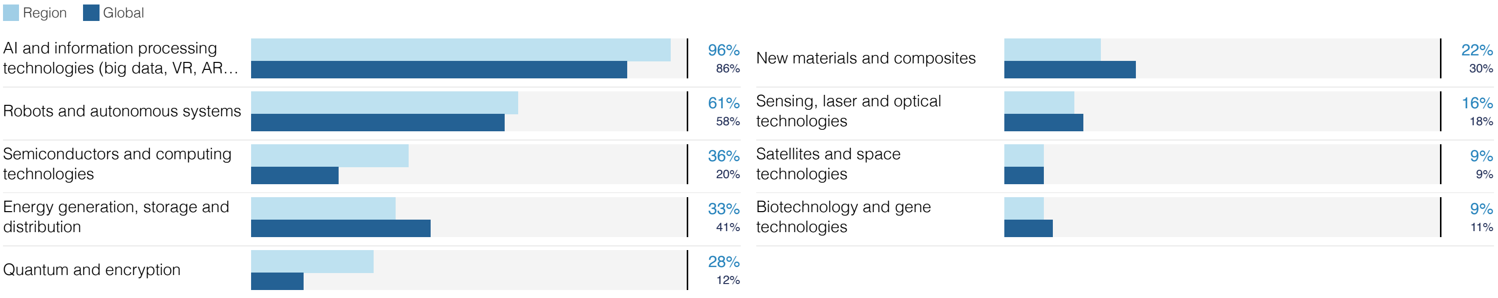
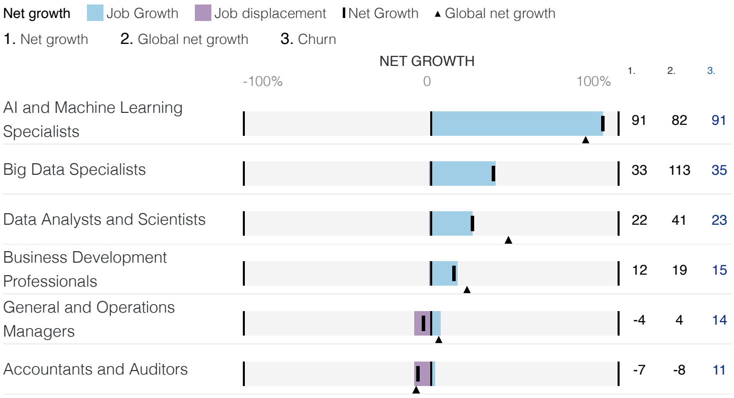


Jobs outlook

Key roles for business transformation

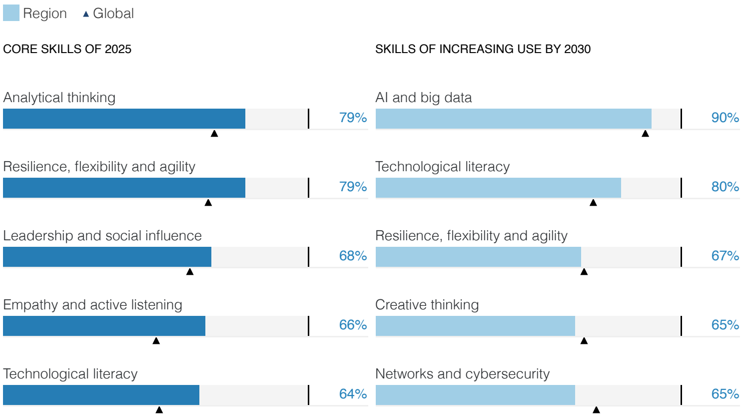
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Northern America

Working Age Population (Millions)

255.5

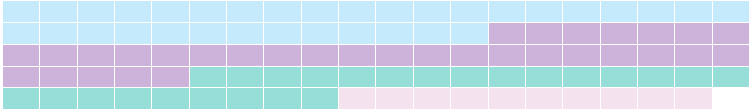
Upskilling and reskilling outlook

33 | Global 41
Would not need training by 2030

32 | Global 29
Would be upskilled in their current role

24 | Global 19
Would be upskilled and redeployed

10 | Global 11
Would be unlikely to upskill



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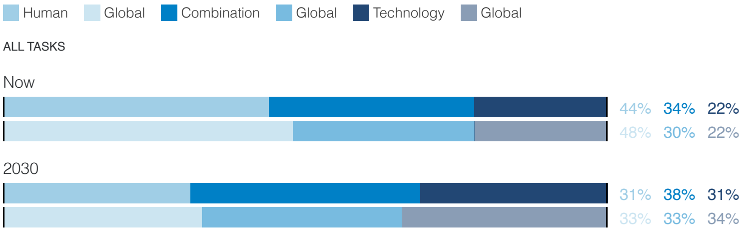

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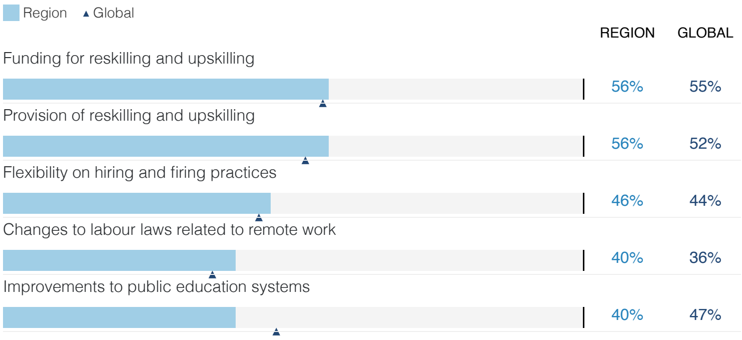
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

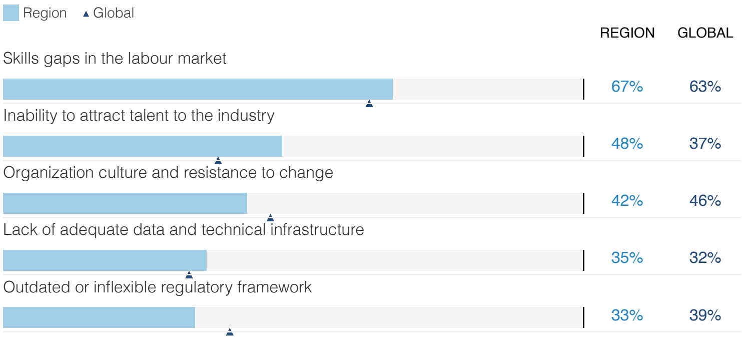


	REGION	GLOBAL
Funding for reskilling and upskilling	56%	55%
Provision of reskilling and upskilling	56%	52%
Flexibility on hiring and firing practices	46%	44%
Changes to labour laws related to remote work	40%	36%
Improvements to public education systems	40%	47%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

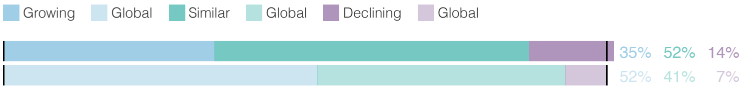


	REGION	GLOBAL
Skills gaps in the labour market	67%	63%
Inability to attract talent to the industry	48%	37%
Organization culture and resistance to change	42%	46%
Lack of adequate data and technical infrastructure	35%	32%
Outdated or inflexible regulatory framework	33%	39%

Wage outlook

Wage trends

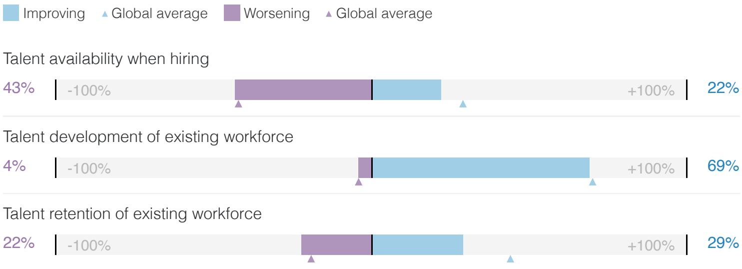
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

79 | Global 48
Targeted recruitment, retention and progression initiatives

67 | Global 51
Run comprehensive DEI training for managers and staff

64 | Global 39
Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

84 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

82 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

66 | Global 62
Hiring new people with skills to better work alongside AI

Region Profile

1 / 2

Working Age Population (Millions)

South-eastern Asia

400.5

20% | Global 22%

Labour-market churn

Five-year structural labour-force churn

43% | Global 39%

Skill disruption

Shares of core skills which will change

86% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

96% | Global 88%

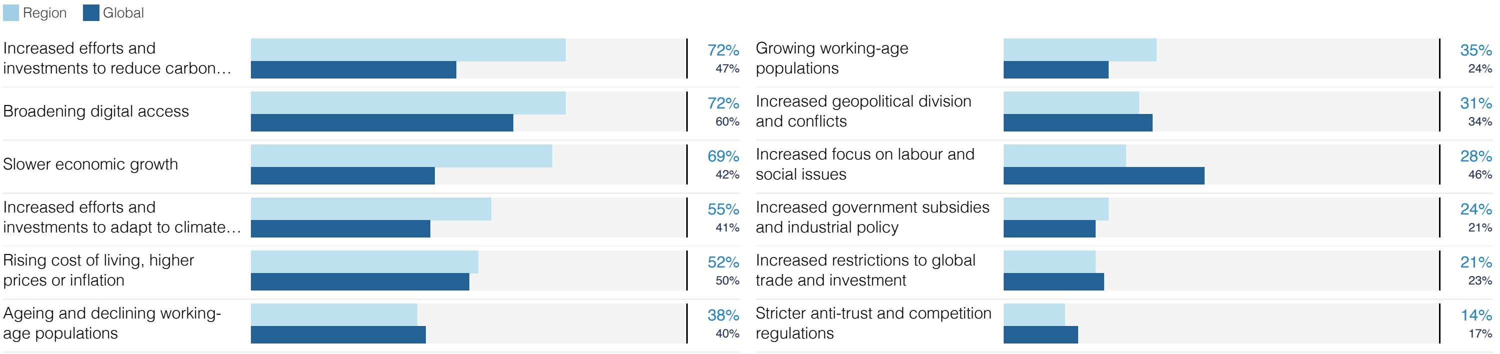
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

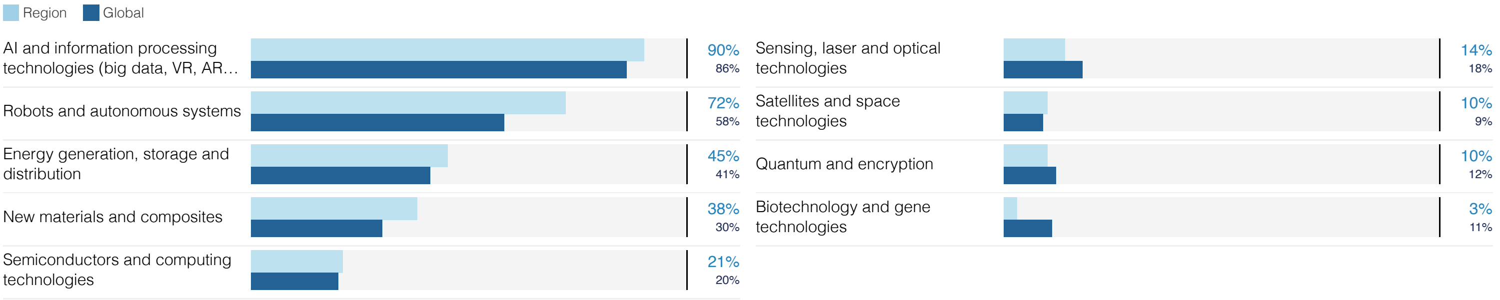
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

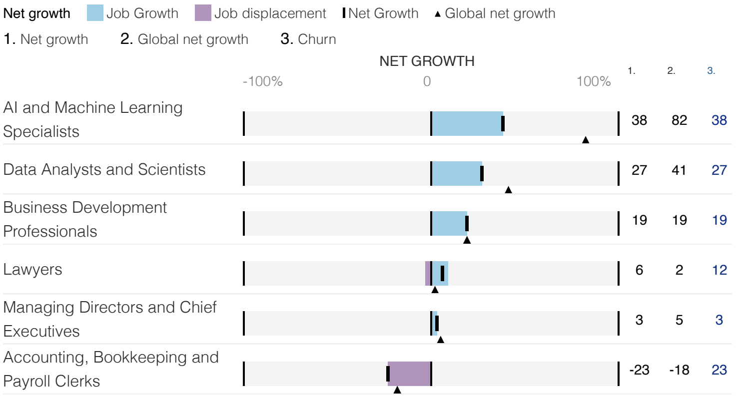
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

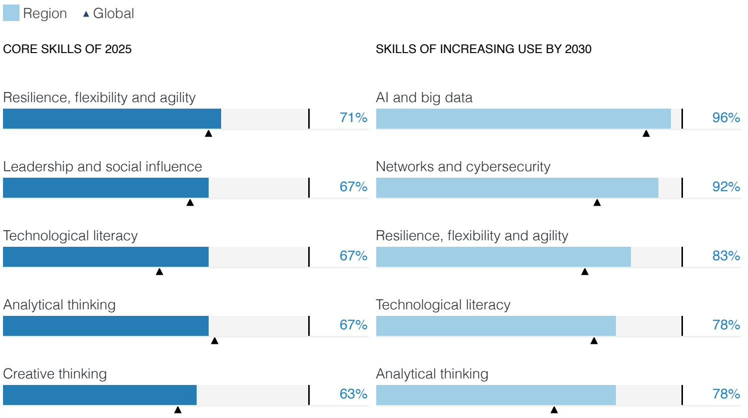
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



South-eastern Asia

400.5

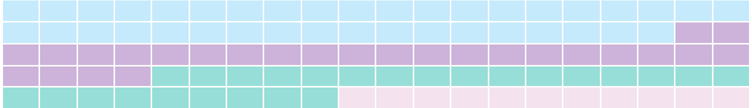
Upskilling and reskilling outlook

38 | Global 41
Would not need training by 2030

26 | Global 29
Would be upskilled in their current role

25 | Global 19
Would be upskilled and redeployed

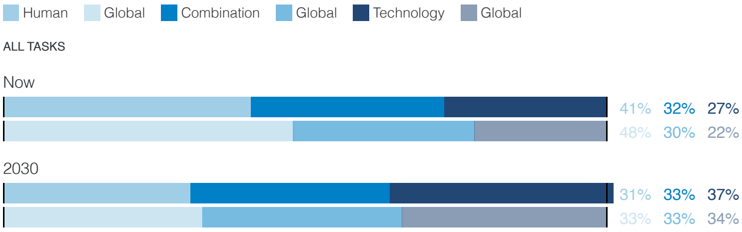
11 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

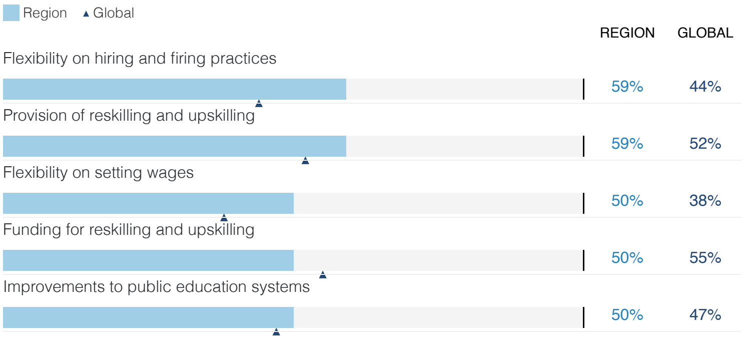
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

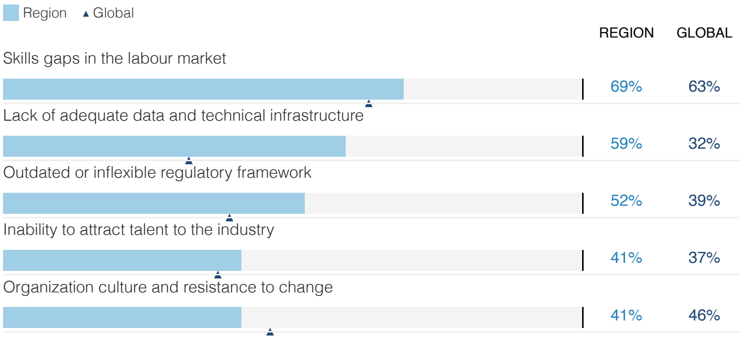
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

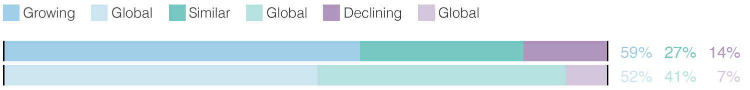
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

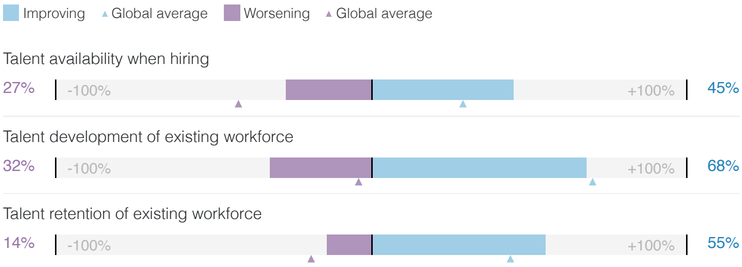
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

59 | Global 42
Set DEI goals, targets or quotas

46 | Global 51
Run comprehensive DEI training for managers and staff

46 | Global 48
Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

91 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

77 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

59 | Global 62
Hiring new people with skills to better work alongside AI

Region Profile 1 / 2

Southern Asia

Working Age Population (Millions)

873.8

28% | Global 22%

Labour-market churn

Five-year structural labour-force churn

52% | Global 39%

Skill disruption

Shares of core skills which will change

86% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

92% | Global 88%

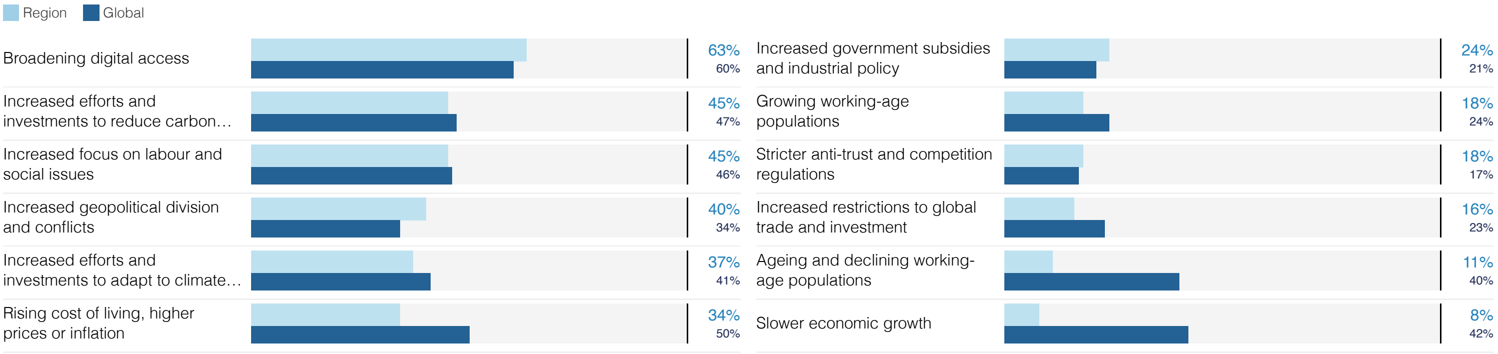
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

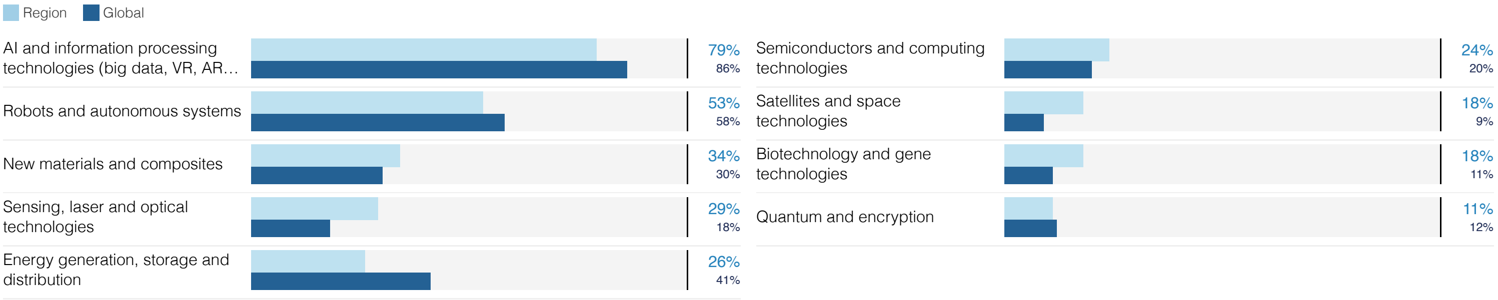
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

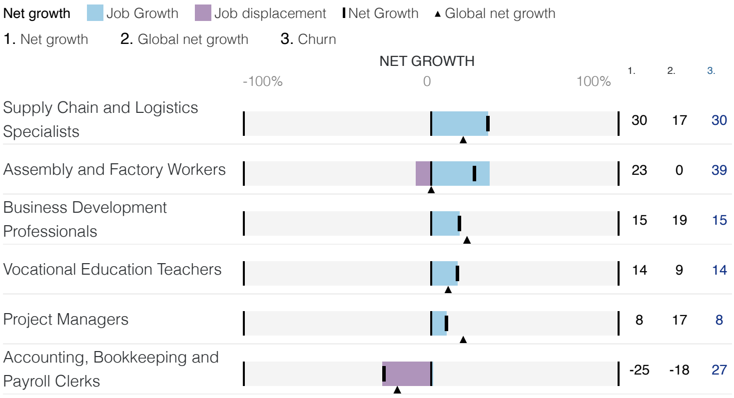
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

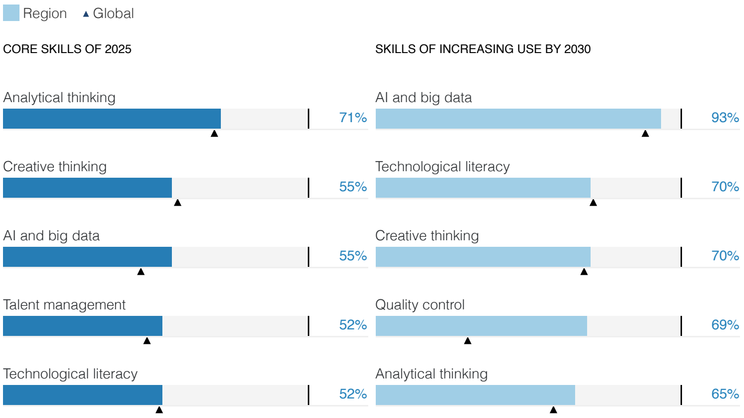
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Working Age Population (Millions)

Southern Asia

873.8

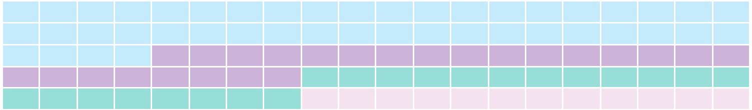
Upskilling and reskilling outlook

44 | Global 41
Would not need training by 2030

24 | Global 29
Would be upskilled in their current role

20 | Global 19
Would be upskilled and redeployed

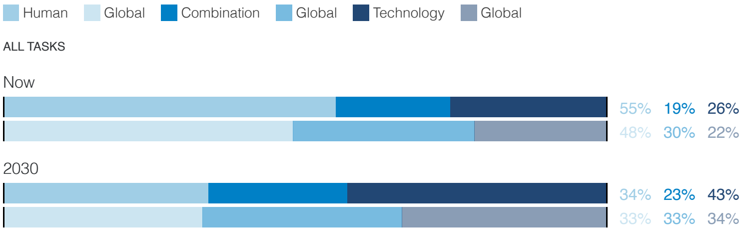
12 | Global 11
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

🟦 Region ▲ Global

	REGION	GLOBAL
Provision of reskilling and upskilling	57%	52%
Funding for reskilling and upskilling	54%	55%
Improvements to public education systems	54%	47%
Flexibility on hiring and firing practices	32%	44%
Changes to labour laws related to remote work	29%	36%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

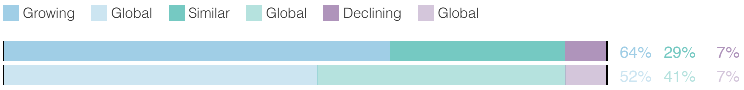
🟦 Region ▲ Global

	REGION	GLOBAL
Skills gaps in the labour market	71%	63%
Organization culture and resistance to change	45%	46%
Outdated or inflexible regulatory framework	34%	39%
Insufficient understanding of opportunities	32%	25%
Inability to attract talent to the industry	29%	37%

Wage outlook

Wage trends

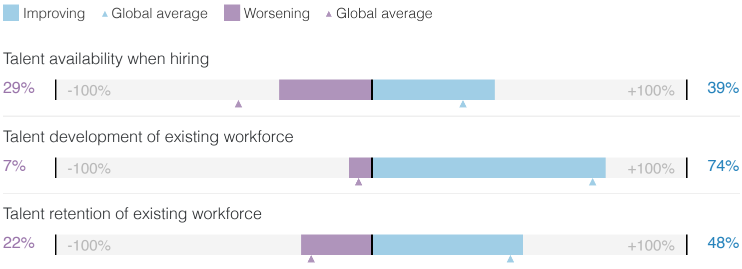
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

61 | Global 51
Run comprehensive DEI training for managers and staff

57 | Global 42
Set DEI goals, targets or quotas

54 | Global 48
Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

73 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

62 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

58 | Global 62
Hiring new people with skills to better work alongside AI

Working Age Population (Millions)

Sub-Saharan Africa

341.2

31% | Global 22%

Labour-market churn

Five-year structural labour-force churn

40% | Global 39%

Skill disruption

Shares of core skills which will change

96% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

89% | Global 88%

AI exposure

Share of organizations running AI programmes

Trend outlook

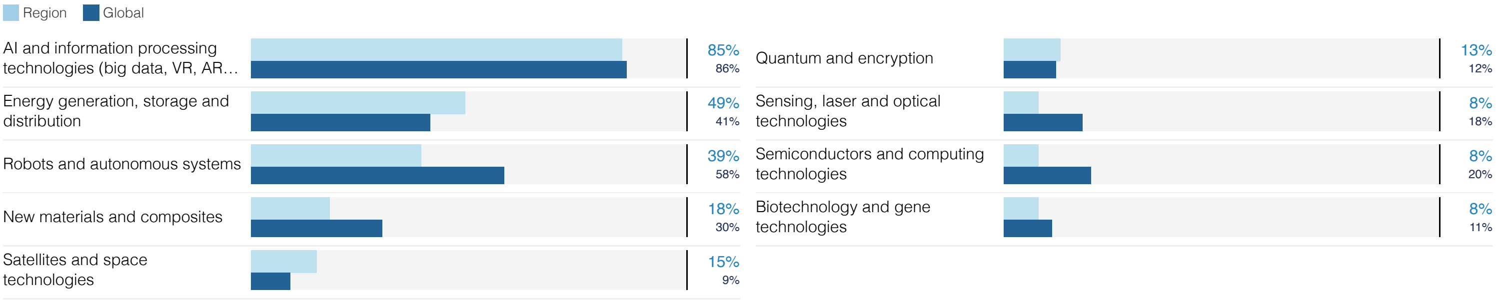
Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

Technology trends

Technology trends driving business transformation

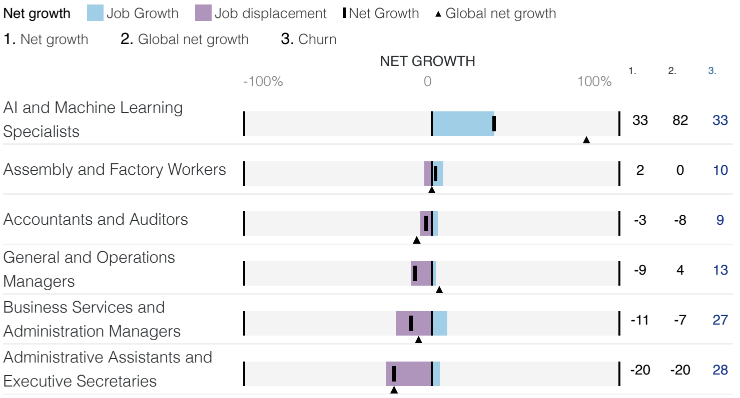
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

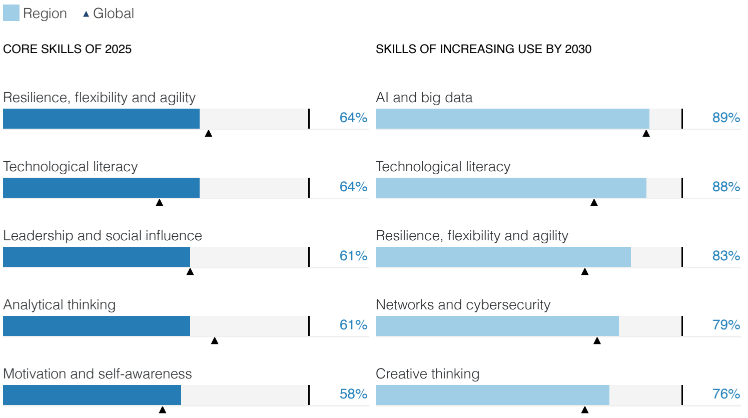
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Working Age Population (Millions)

Sub-Saharan Africa

341.2

Upskilling and reskilling outlook

46 | Global 41

Would not need training by 2030

25 | Global 29

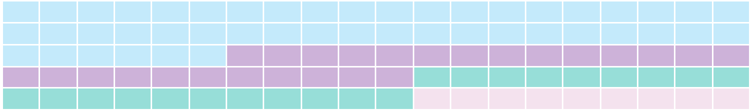
Would be upskilled in their current role

20 | Global 19

Would be upskilled and redeployed

9 | Global 11

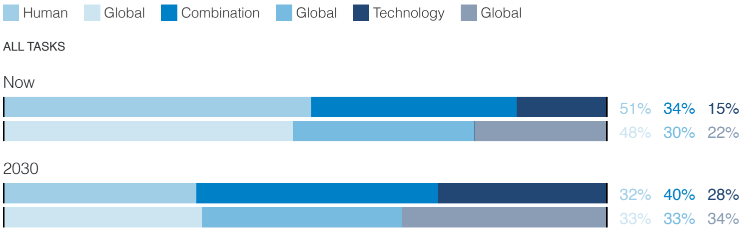
Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

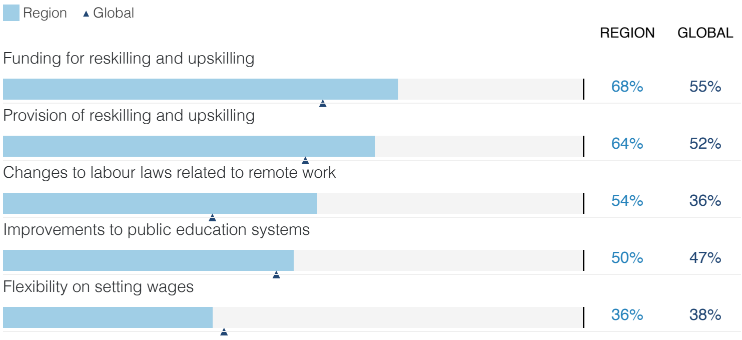
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

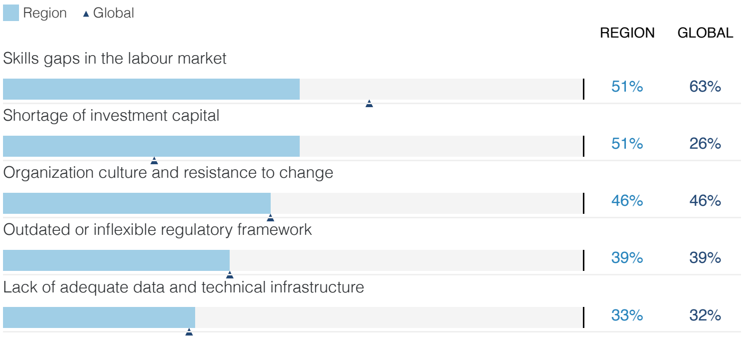
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

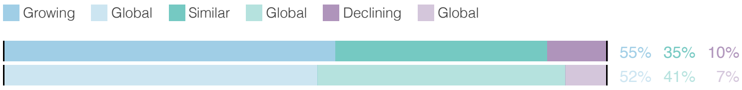
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

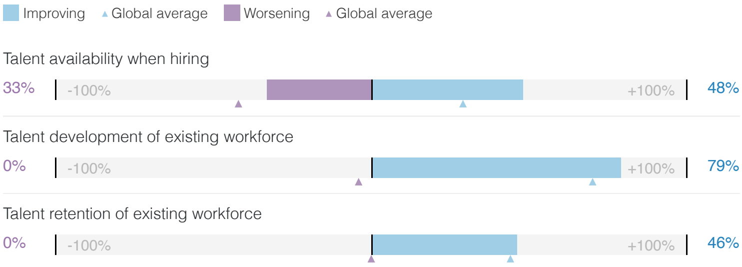
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

71 | Global 48

Targeted recruitment, retention and progression initiatives

57 | Global 51

Run comprehensive DEI training for managers and staff

39 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

89 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

61 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

61 | Global 49

Re-orienting your organization to target new business opportunities created by AI

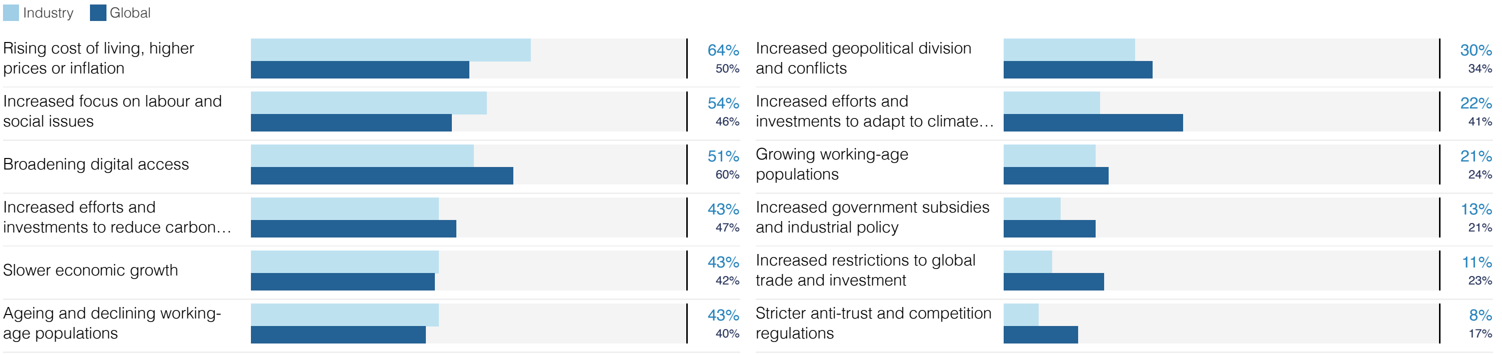
Accommodation, Food, and Leisure

24% | Global 22%	42% | Global 39%	80% | Global 83%	77% | Global 88%
Labour-market churn	**Skill disruption**	**Organizations with DEI priorities**	**AI exposure**
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

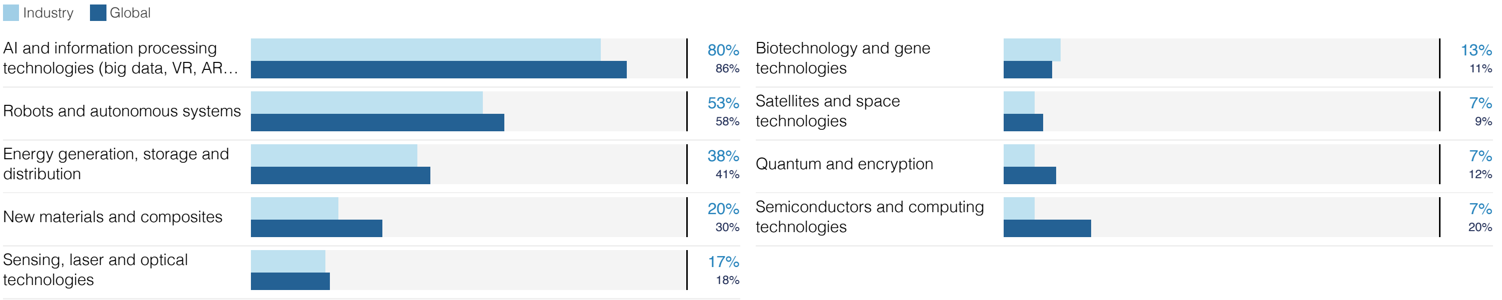


Rising cost of living, higher prices or inflation	64%	50%
Increased focus on labour and social issues	54%	46%
Broadening digital access	51%	60%
Increased efforts and investments to reduce carbon…	43%	47%
Slower economic growth	43%	42%
Ageing and declining working-age populations	43%	40%
Increased geopolitical division and conflicts	30%	34%
Increased efforts and investments to adapt to climate…	22%	41%
Growing working-age populations	21%	24%
Increased government subsidies and industrial policy	13%	21%
Increased restrictions to global trade and investment	11%	23%
Stricter anti-trust and competition regulations	8%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

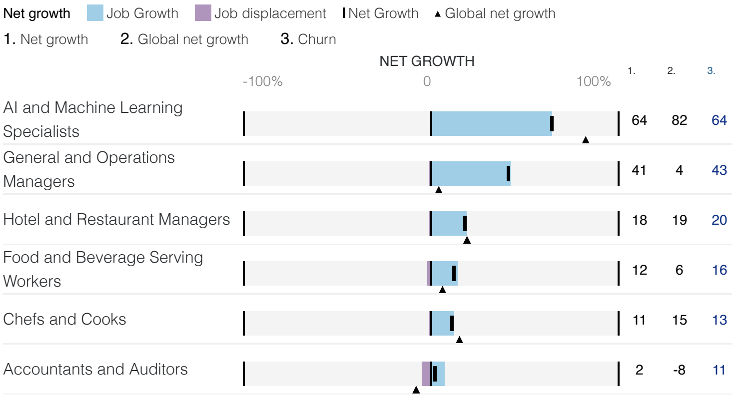


AI and information processing technologies (big data, VR, AR…	80%	86%
Robots and autonomous systems	53%	58%
Energy generation, storage and distribution	38%	41%
New materials and composites	20%	30%
Sensing, laser and optical technologies	17%	18%
Biotechnology and gene technologies	13%	11%
Satellites and space technologies	7%	9%
Quantum and encryption	7%	12%
Semiconductors and computing technologies	7%	20%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

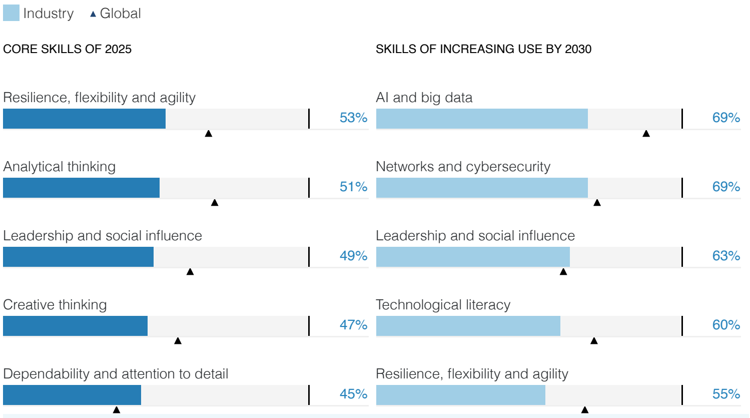


	1.	2.	3.
AI and Machine Learning Specialists	64	82	64
General and Operations Managers	41	4	43
Hotel and Restaurant Managers	18	19	20
Food and Beverage Serving Workers	12	6	16
Chefs and Cooks	11	15	13
Accountants and Auditors	2	-8	11

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

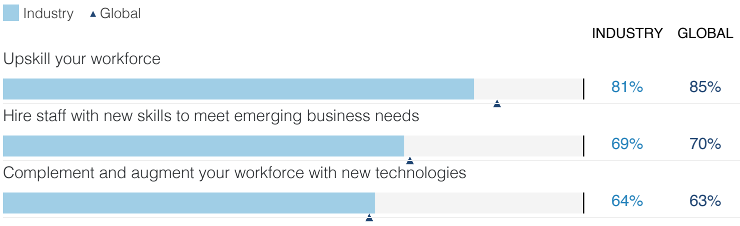


CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Resilience, flexibility and agility	53%	AI and big data	69%
Analytical thinking	51%	Networks and cybersecurity	69%
Leadership and social influence	49%	Leadership and social influence	63%
Creative thinking	47%	Technological literacy	60%
Dependability and attention to detail	45%	Resilience, flexibility and agility	55%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

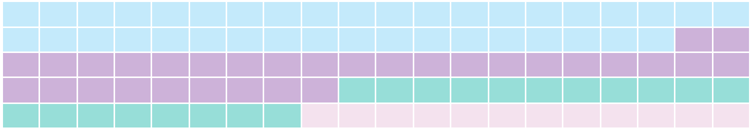
% surveyed organizations selecting the macrotrend to drive workforce transformation



	INDUSTRY	GLOBAL
Upskill your workforce	81%	85%
Hire staff with new skills to meet emerging business needs	69%	70%
Complement and augment your workforce with new technologies	64%	63%

Upskilling and reskilling outlook

38 | Global 41	31 | Global 29	19 | Global 19	12 | Global 11
Would not need training by 2030	Would be upskilled in their current role	Would be upskilled and redeployed	Would be unlikely to upskill

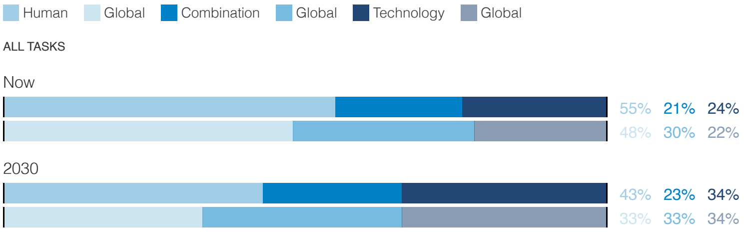


Accommodation, Food, and Leisure

Human-machine frontier

Human-machine frontier

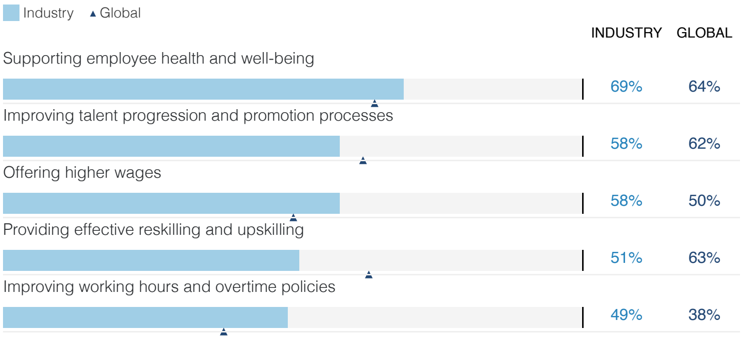
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

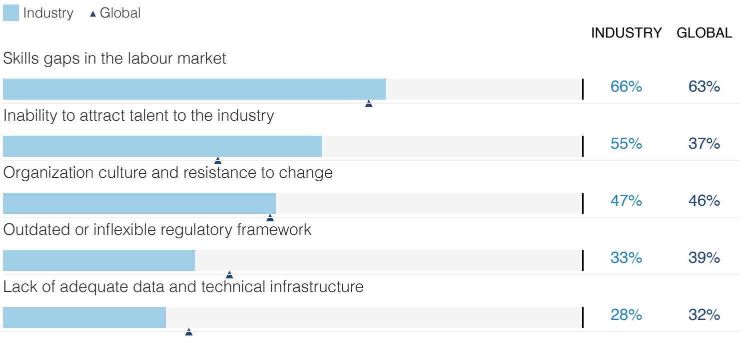
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

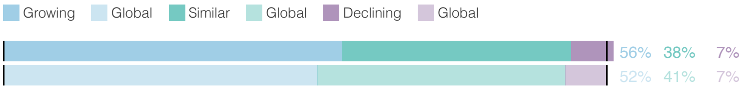
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

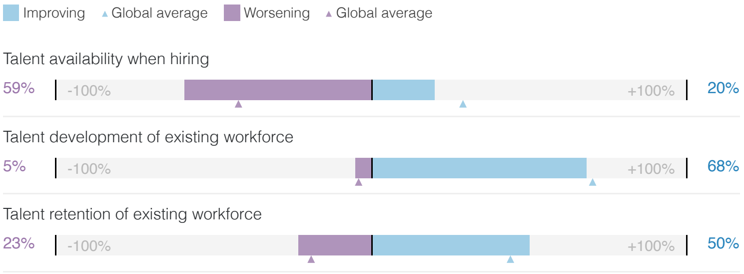
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

52 | Global 51

Run comprehensive DEI training for managers and staff

48 | Global 42

Set DEI goals, targets or quotas

46 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

67 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

56 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

51 | Global 62

Hiring new people with skills to better work alongside AI

Advanced Manufactoring

50% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

78% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

86% | Global 88%

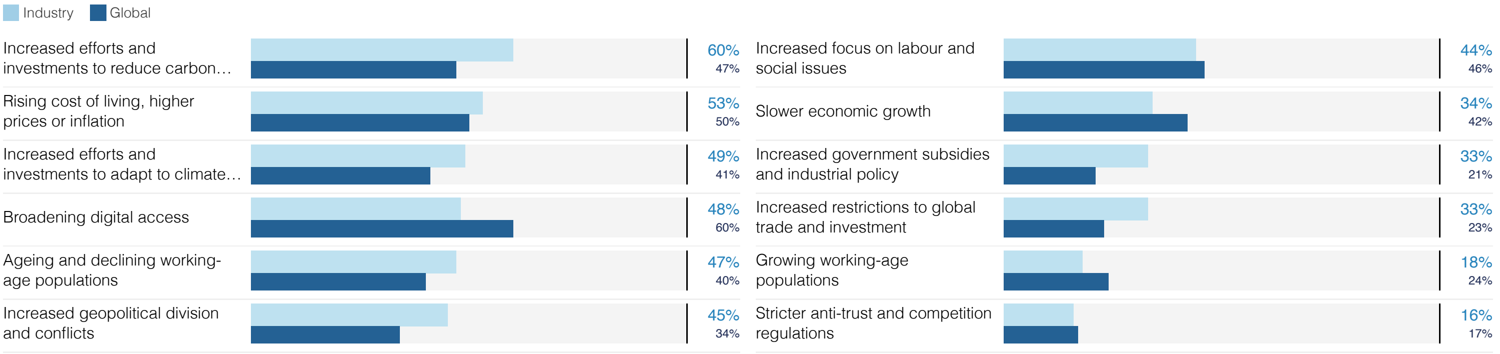
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

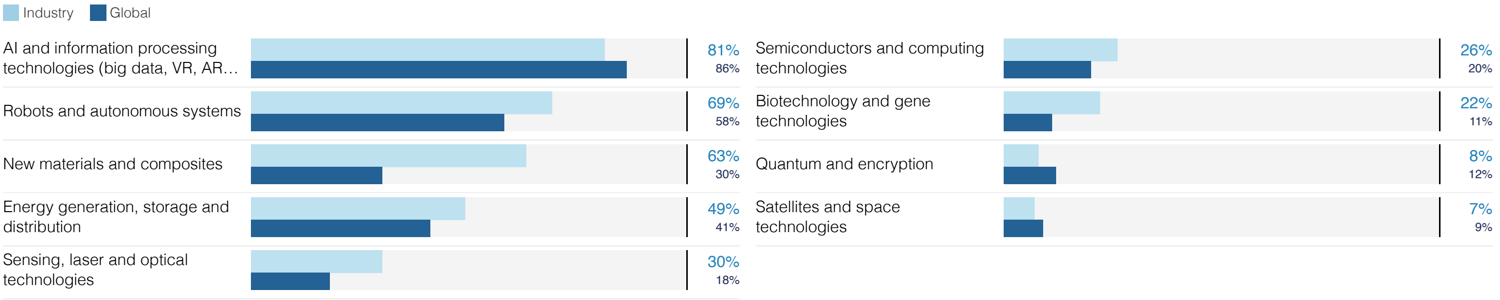
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

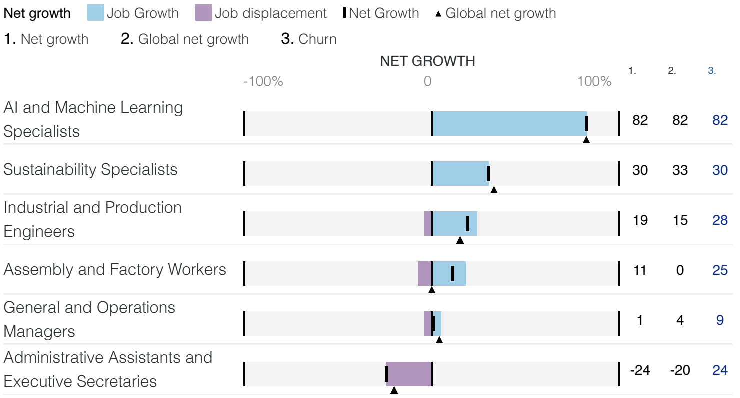
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

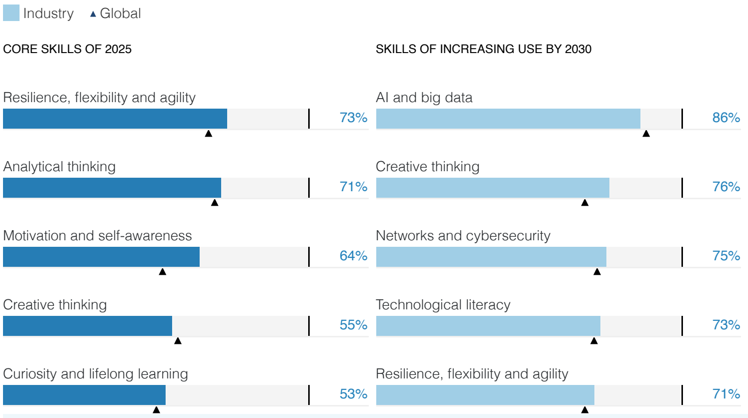
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

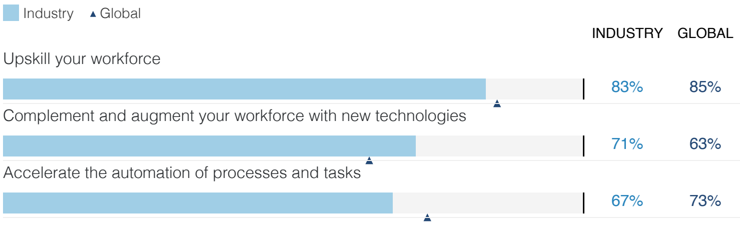
Skills of the most increase in use by 2030



Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



Upskilling and reskilling outlook

46 | Global 41

Would not need training by 2030

29 | Global 29

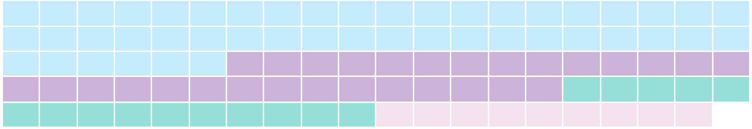
Would be upskilled in their current role

15 | Global 19

Would be upskilled and redeployed

9 | Global 11

Would be unlikely to upskill

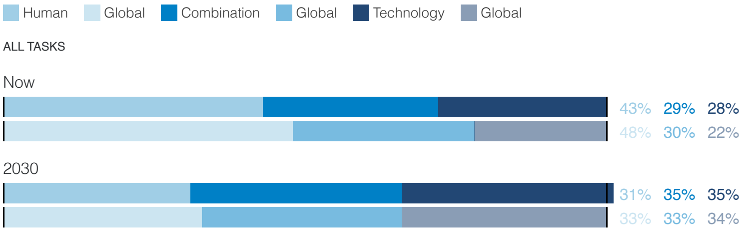


Advanced Manufactoring

Human-machine frontier

Human-machine frontier

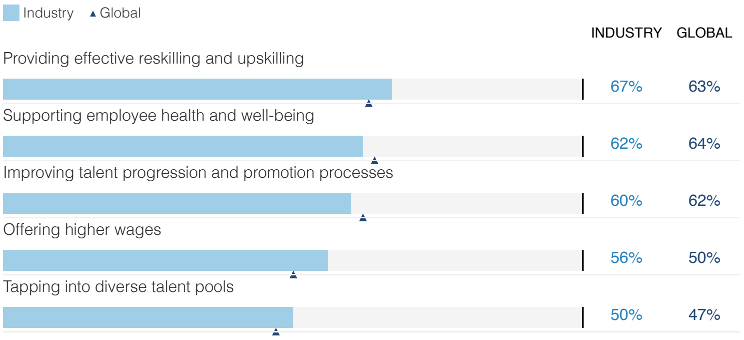
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

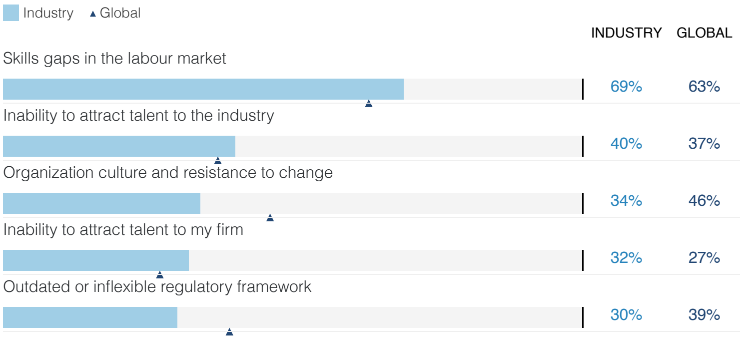
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

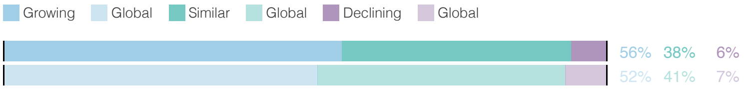
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

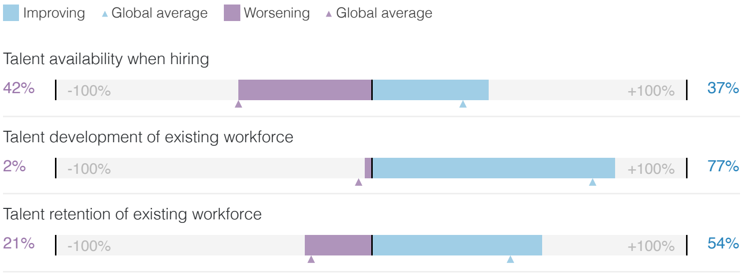
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

57 | Global 51

Run comprehensive DEI training for managers and staff

49 | Global 39

Pay equity reviews and salary audits

47 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

80 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

72 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

58 | Global 62

Hiring new people with skills to better work alongside AI

Agriculture Forestry and Fishing

24% | Global 22%

Labour-market churn

Five-year structural labour-force churn

41% | Global 39%

Skill disruption

Shares of core skills which will change

67% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

83% | Global 88%

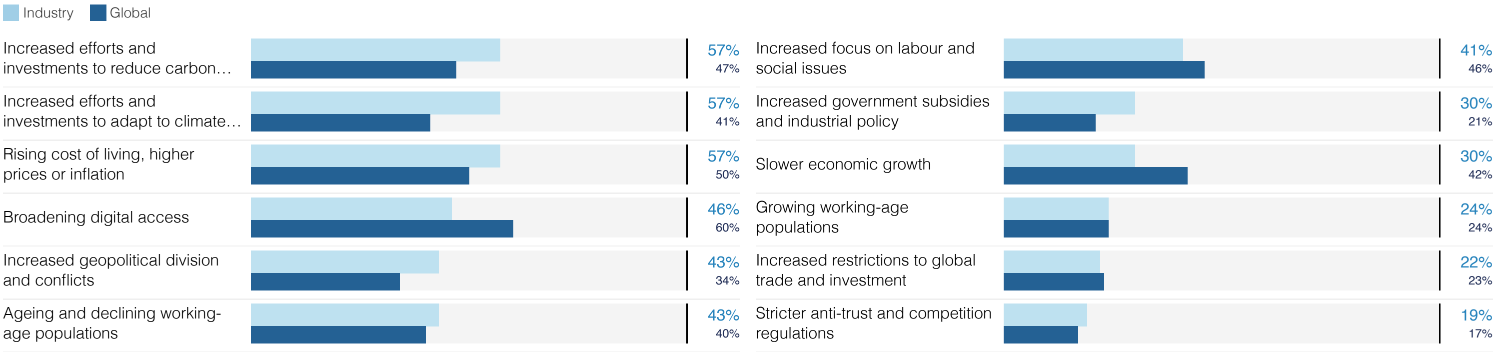
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

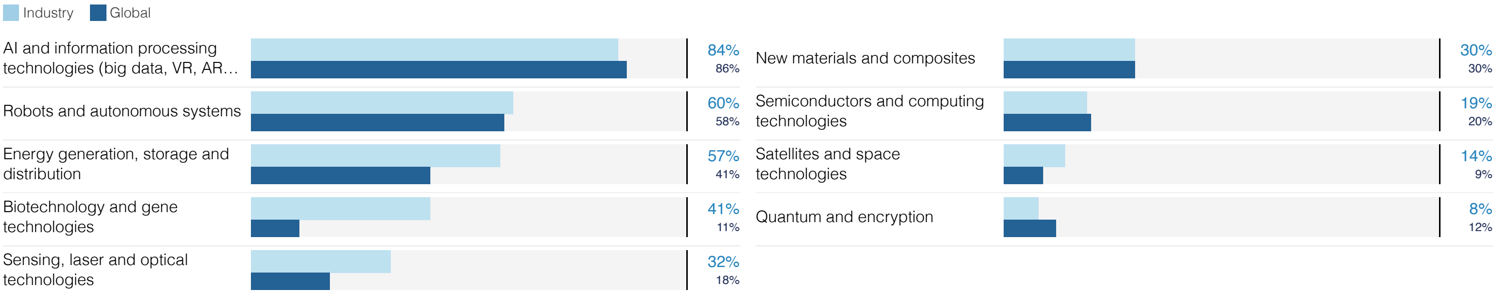


Increased efforts and investments to reduce carbon…	57%	47%
Increased efforts and investments to adapt to climate…	57%	41%
Rising cost of living, higher prices or inflation	57%	50%
Broadening digital access	46%	60%
Increased geopolitical division and conflicts	43%	34%
Ageing and declining working-age populations	43%	40%
Increased focus on labour and social issues	41%	46%
Increased government subsidies and industrial policy	30%	21%
Slower economic growth	30%	42%
Growing working-age populations	24%	24%
Increased restrictions to global trade and investment	22%	23%
Stricter anti-trust and competition regulations	19%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

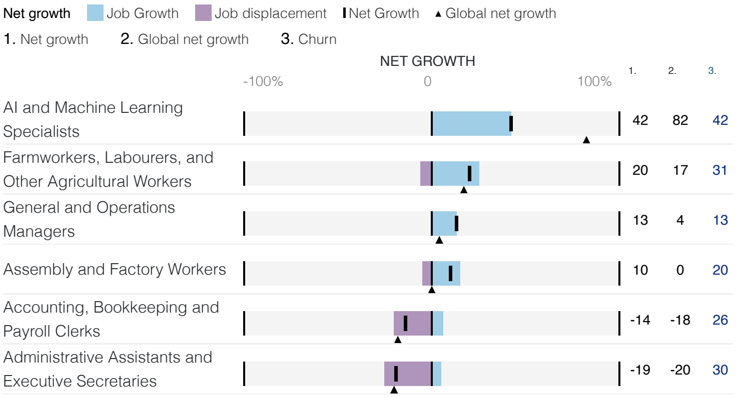


AI and information processing technologies (big data, VR, AR…	84%	86%
Robots and autonomous systems	60%	58%
Energy generation, storage and distribution	57%	41%
Biotechnology and gene technologies	41%	11%
Sensing, laser and optical technologies	32%	18%
New materials and composites	30%	30%
Semiconductors and computing technologies	19%	20%
Satellites and space technologies	14%	9%
Quantum and encryption	8%	12%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

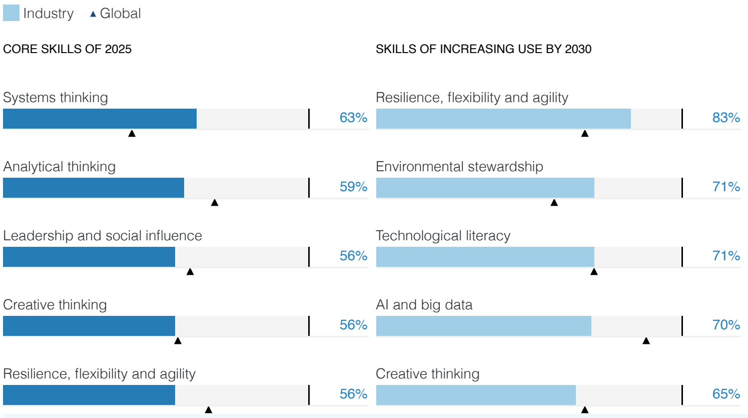


	1.	2.	3.
AI and Machine Learning Specialists	42	82	42
Farmworkers, Labourers, and Other Agricultural Workers	20	17	31
General and Operations Managers	13	4	13
Assembly and Factory Workers	10	0	20
Accounting, Bookkeeping and Payroll Clerks	-14	-18	26
Administrative Assistants and Executive Secretaries	-19	-20	30

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

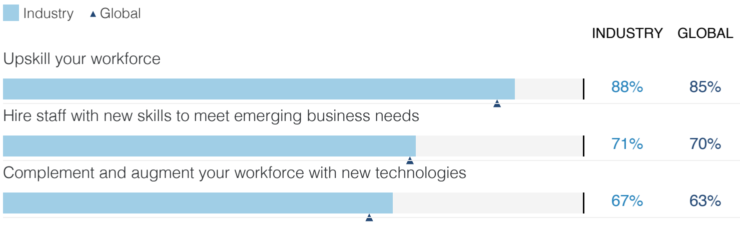


CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Systems thinking	63%	Resilience, flexibility and agility	83%
Analytical thinking	59%	Environmental stewardship	71%
Leadership and social influence	56%	Technological literacy	71%
Creative thinking	56%	AI and big data	70%
Resilience, flexibility and agility	56%	Creative thinking	65%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



	INDUSTRY	GLOBAL
Upskill your workforce	88%	85%
Hire staff with new skills to meet emerging business needs	71%	70%
Complement and augment your workforce with new technologies	67%	63%

Upskilling and reskilling outlook

54 | Global 41

Would not need training by 2030

21 | Global 29

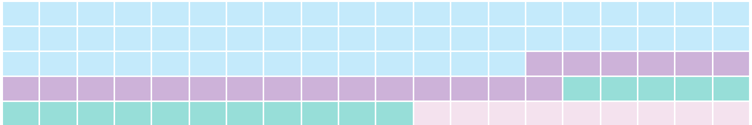
Would be upskilled in their current role

16 | Global 19

Would be upskilled and redeployed

10 | Global 11

Would be unlikely to upskill

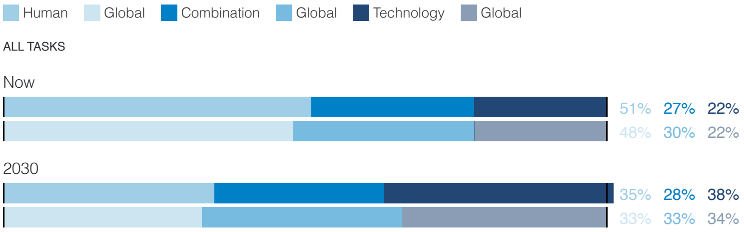


Agriculture Forestry and Fishing

Human-machine frontier

Human-machine frontier

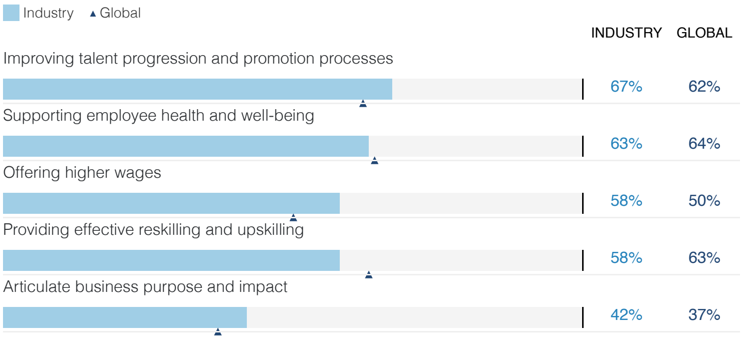
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

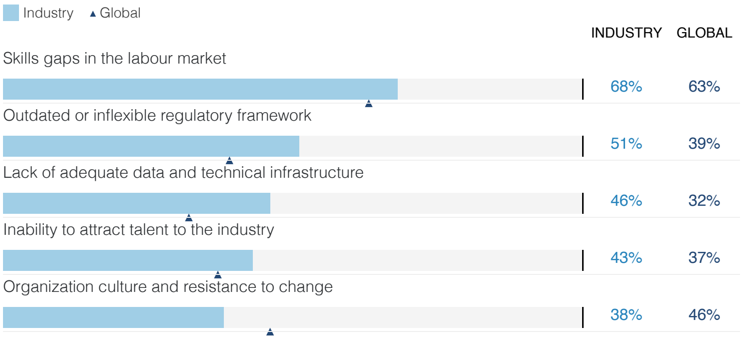
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

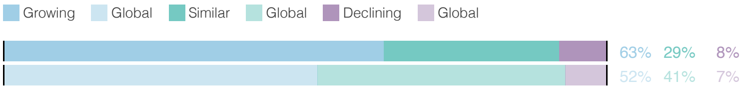
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

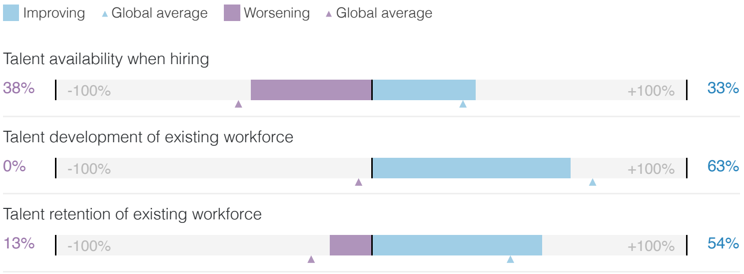
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

42 | Global 42

Set DEI goals, targets or quotas

38 | Global 51

Run comprehensive DEI training for managers and staff

33 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

61 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

61 | Global 62

Hiring new people with skills to better work alongside AI

57 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

Automotive and Aerospace

17% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

87% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

83% | Global 88%

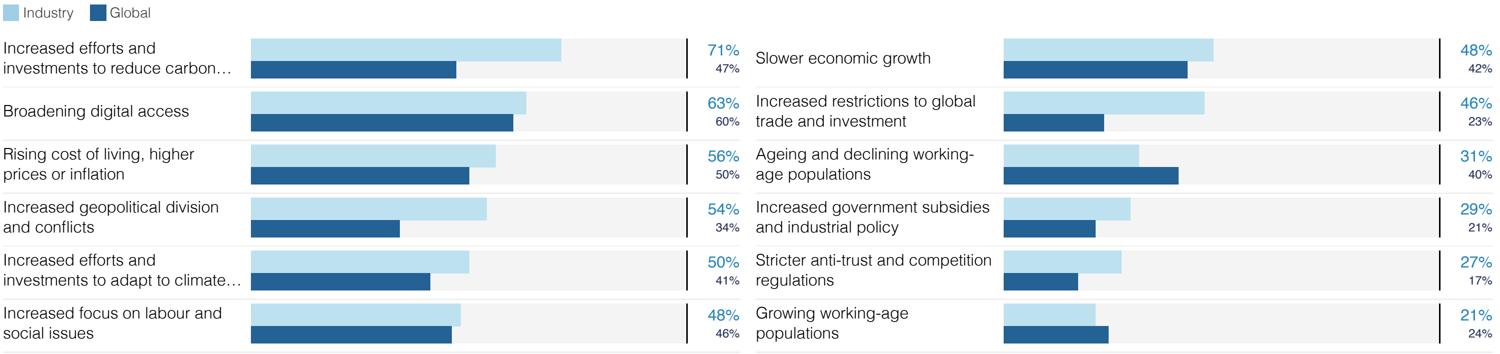
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

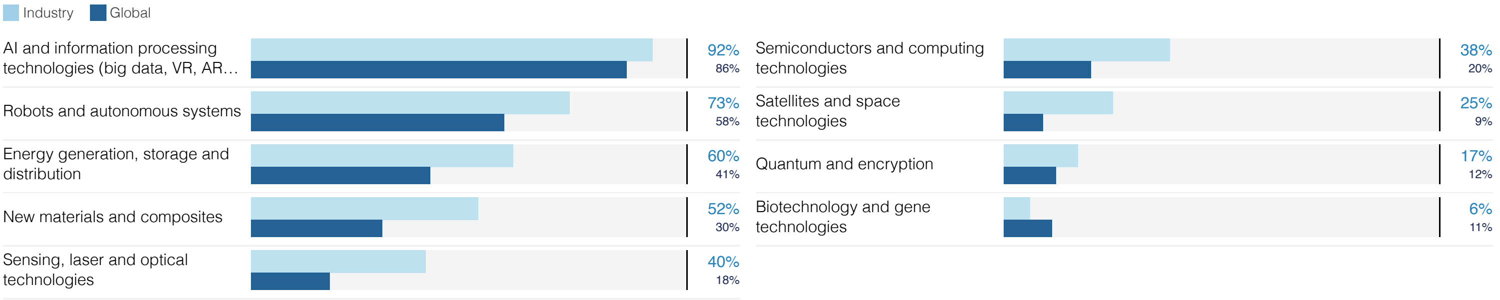


	Industry	Global
Increased efforts and investments to reduce carbon…	71%	47%
Broadening digital access	63%	60%
Rising cost of living, higher prices or inflation	56%	50%
Increased geopolitical division and conflicts	54%	34%
Increased efforts and investments to adapt to climate…	50%	41%
Increased focus on labour and social issues	48%	46%
Slower economic growth	48%	42%
Increased restrictions to global trade and investment	46%	23%
Ageing and declining working-age populations	31%	40%
Increased government subsidies and industrial policy	29%	21%
Stricter anti-trust and competition regulations	27%	17%
Growing working-age populations	21%	24%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

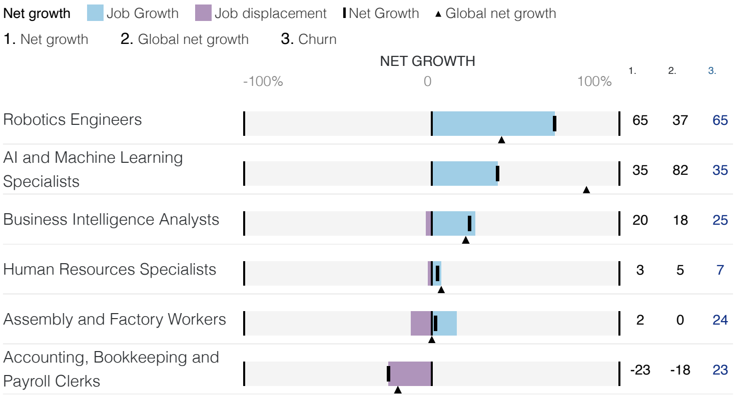


	Industry	Global
AI and information processing technologies (big data, VR, AR…	92%	86%
Robots and autonomous systems	73%	58%
Energy generation, storage and distribution	60%	41%
New materials and composites	52%	30%
Sensing, laser and optical technologies	40%	18%
Semiconductors and computing technologies	38%	20%
Satellites and space technologies	25%	9%
Quantum and encryption	17%	12%
Biotechnology and gene technologies	6%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



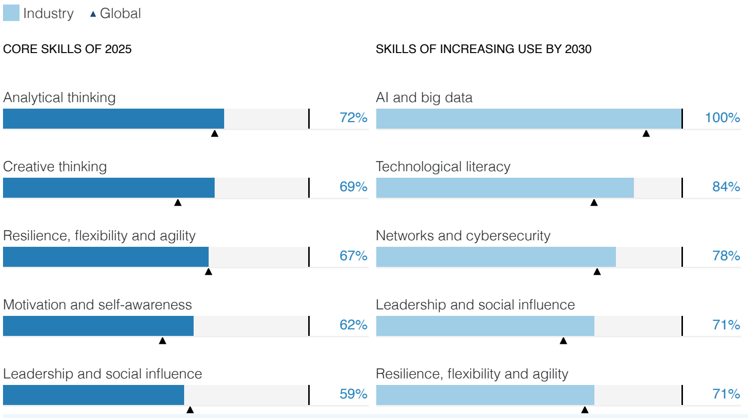
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Robotics Engineers	65	37	65
AI and Machine Learning Specialists	35	82	35
Business Intelligence Analysts	20	18	25
Human Resources Specialists	3	5	7
Assembly and Factory Workers	2	0	24
Accounting, Bookkeeping and Payroll Clerks	-23	-18	23

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



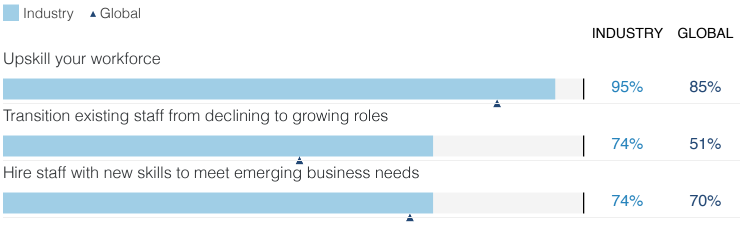
CORE SKILLS OF 2025	
Analytical thinking	72%
Creative thinking	69%
Resilience, flexibility and agility	67%
Motivation and self-awareness	62%
Leadership and social influence	59%

SKILLS OF INCREASING USE BY 2030	
AI and big data	100%
Technological literacy	84%
Networks and cybersecurity	78%
Leadership and social influence	71%
Resilience, flexibility and agility	71%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



	INDUSTRY	GLOBAL
Upskill your workforce	95%	85%
Transition existing staff from declining to growing roles	74%	51%
Hire staff with new skills to meet emerging business needs	74%	70%

Upskilling and reskilling outlook

43 | Global 41

Would not need training by 2030

27 | Global 29

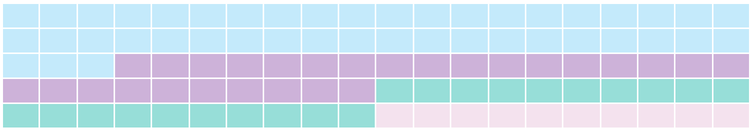
Would be upskilled in their current role

20 | Global 19

Would be upskilled and redeployed

11 | Global 11

Would be unlikely to upskill

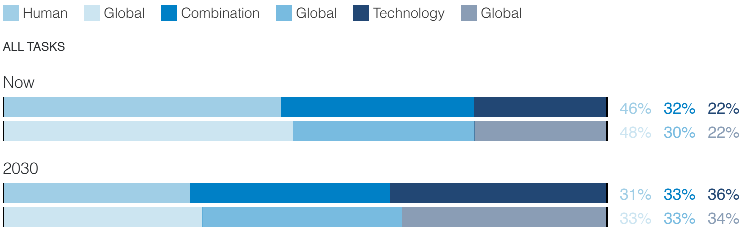


Automotive and Aerospace

Human-machine frontier

Human-machine frontier

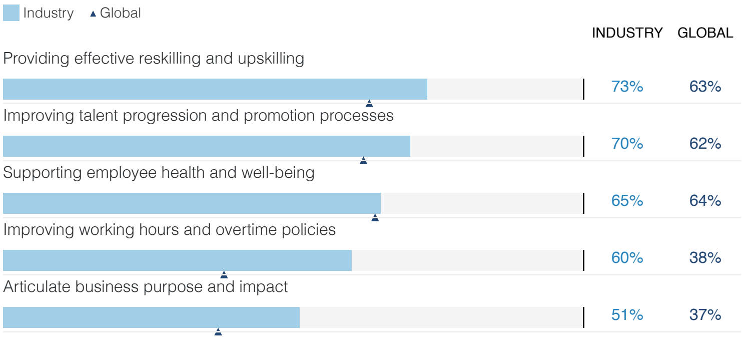
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

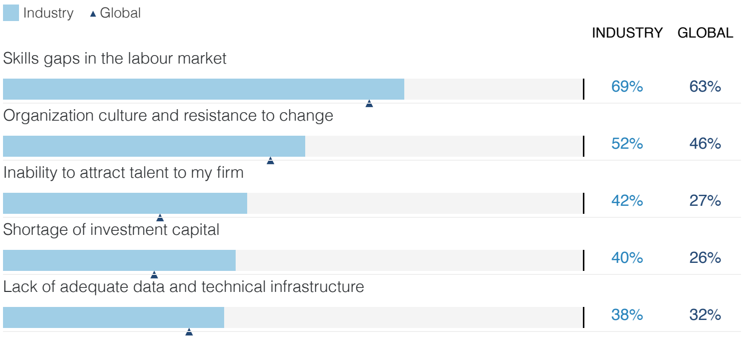
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

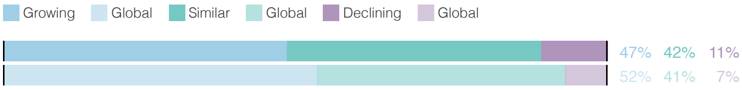
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

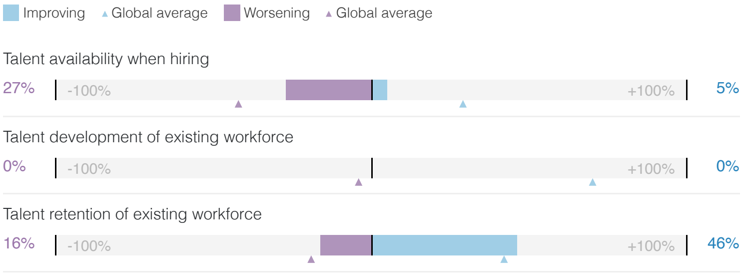
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

65 | Global 48

Targeted recruitment, retention and progression initiatives

54 | Global 51

Run comprehensive DEI training for managers and staff

46 | Global 39

Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

86 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

74 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

71 | Global 62

Hiring new people with skills to better work alongside AI

Chemical and Advanced materials

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

42% | Global 39%

Skill disruption

Shares of core skills which will change

91% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

83% | Global 88%

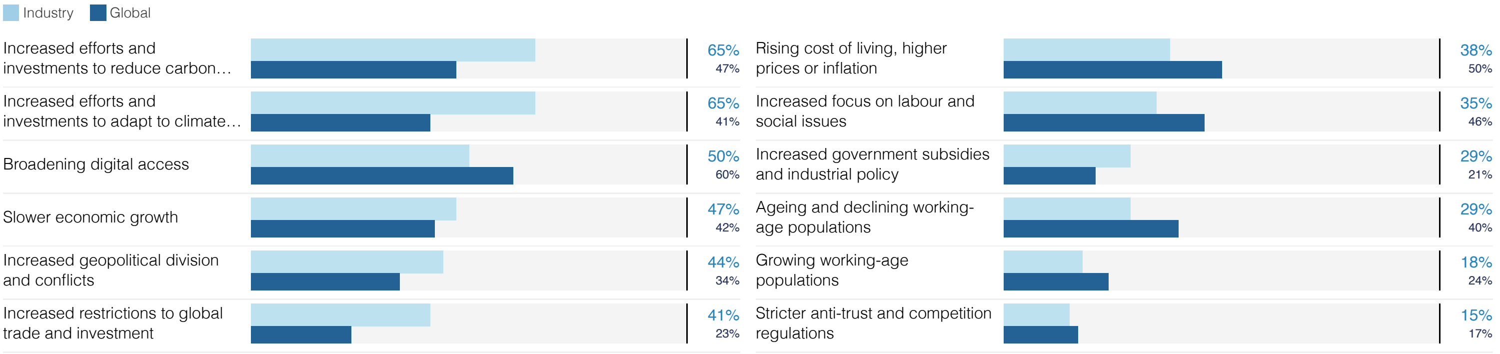
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

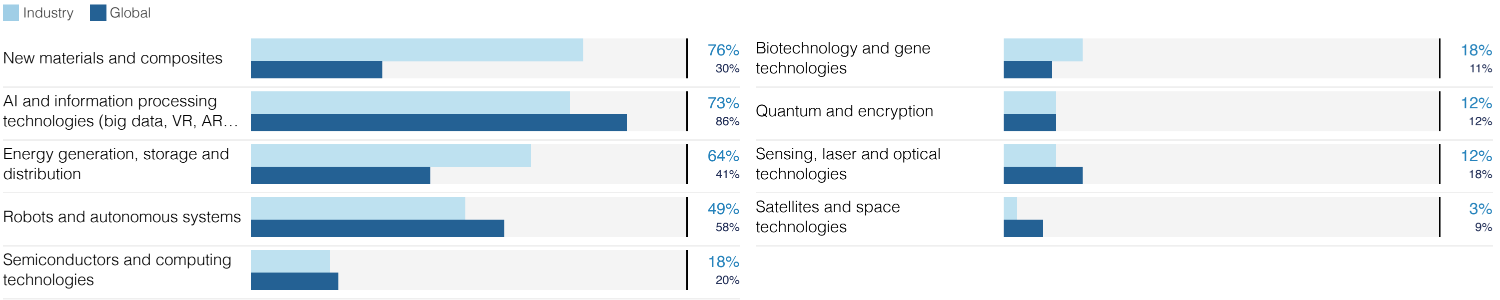
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

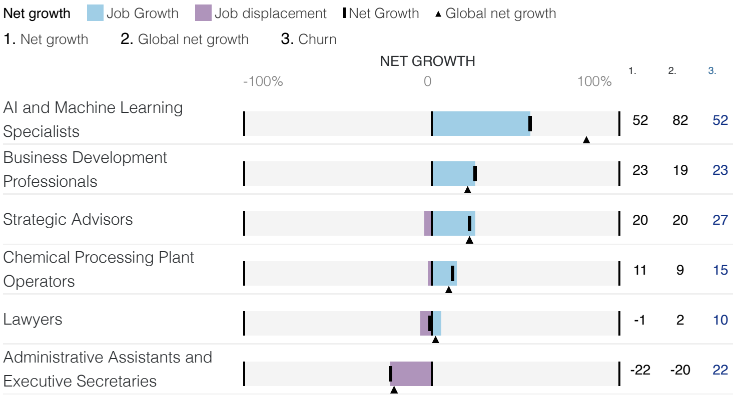
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

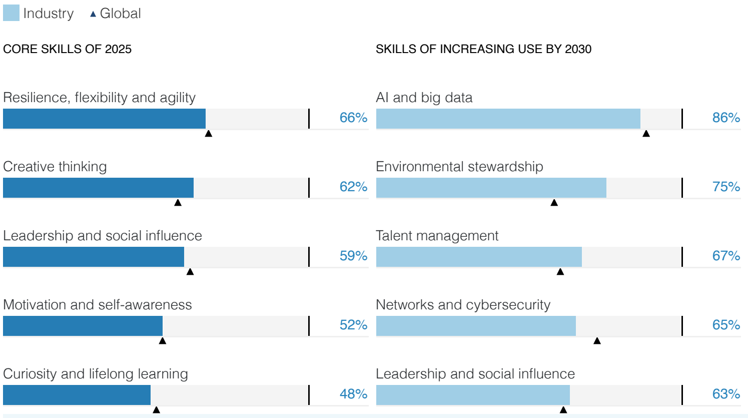
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

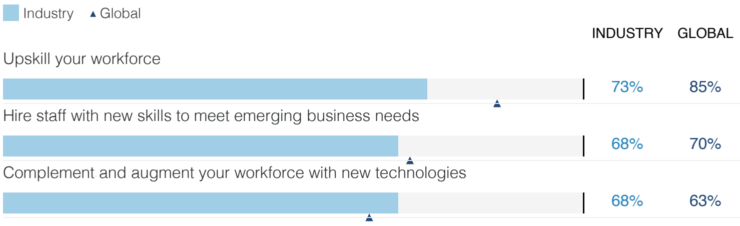
Skills of the most increase in use by 2030



Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



Upskilling and reskilling outlook

48 | Global 41

Would not need training by 2030

26 | Global 29

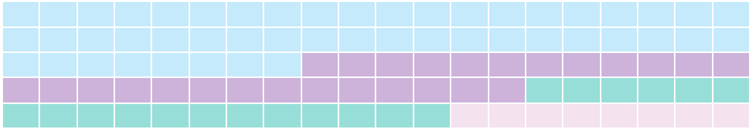
Would be upskilled in their current role

18 | Global 19

Would be upskilled and redeployed

8 | Global 11

Would be unlikely to upskill

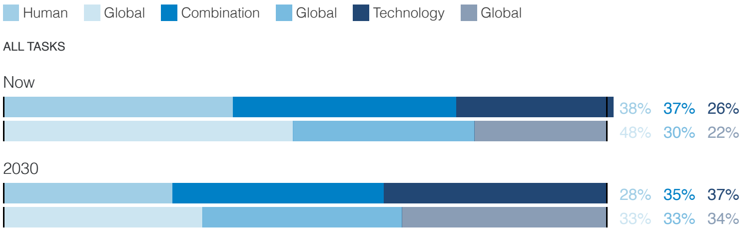


Chemical and Advanced materials

Human-machine frontier

Human-machine frontier

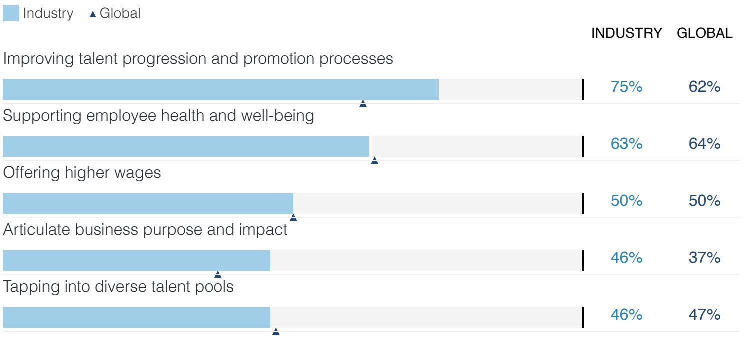
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)

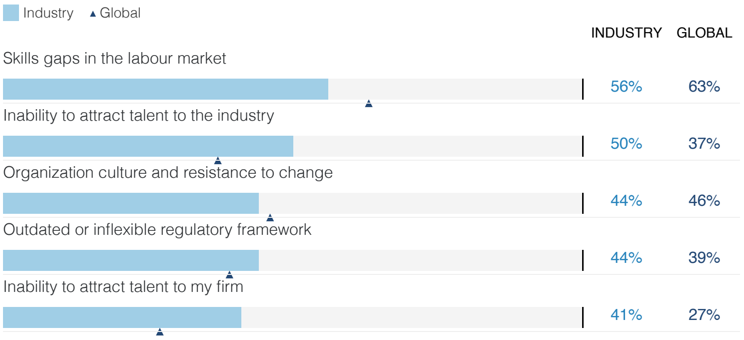


	INDUSTRY	GLOBAL
Improving talent progression and promotion processes	75%	62%
Supporting employee health and well-being	63%	64%
Offering higher wages	50%	50%
Articulate business purpose and impact	46%	37%
Tapping into diverse talent pools	46%	47%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

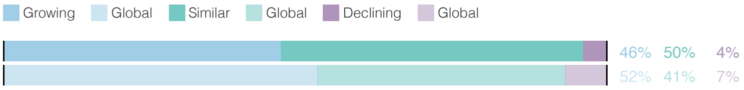


	INDUSTRY	GLOBAL
Skills gaps in the labour market	56%	63%
Inability to attract talent to the industry	50%	37%
Organization culture and resistance to change	44%	46%
Outdated or inflexible regulatory framework	44%	39%
Inability to attract talent to my firm	41%	27%

Wage outlook

Wage trends

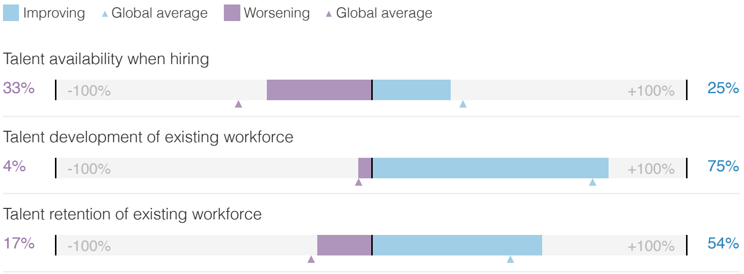
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

48 | Global 51
Run comprehensive DEI training for managers and staff

48 | Global 42
Set DEI goals, targets or quotas

44 | Global 39
Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

65 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

65 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

48 | Global 62
Hiring new people with skills to better work alongside AI

Education and Training

22% | Global 22%

Labour-market churn
Five-year structural labour-force churn

44% | Global 39%

Skill disruption
Shares of core skills which will change

91% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

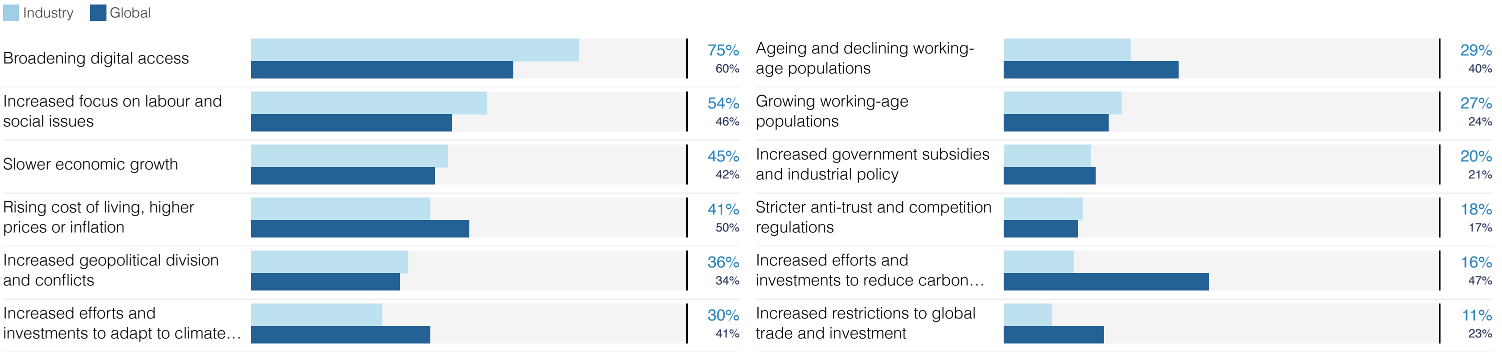
93% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

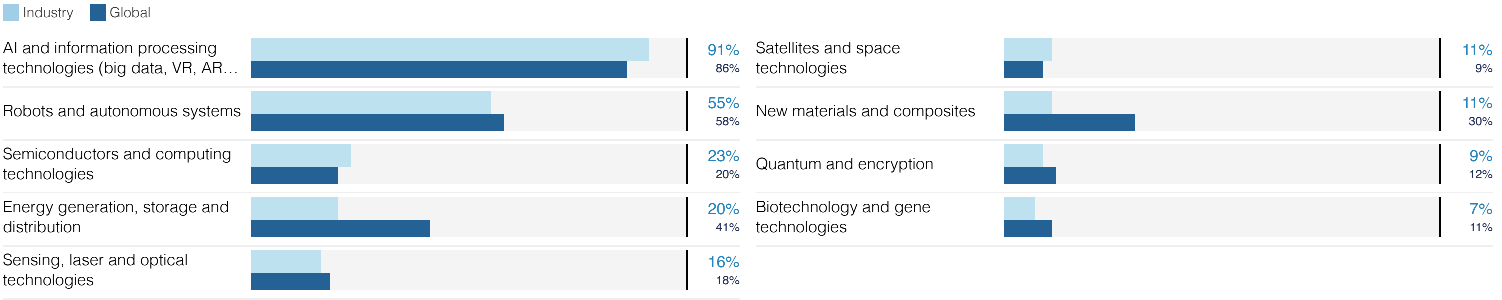


Broadening digital access	75%	60%
Increased focus on labour and social issues	54%	46%
Slower economic growth	45%	42%
Rising cost of living, higher prices or inflation	41%	50%
Increased geopolitical division and conflicts	36%	34%
Increased efforts and investments to adapt to climate…	30%	41%
Ageing and declining working-age populations	29%	40%
Growing working-age populations	27%	24%
Increased government subsidies and industrial policy	20%	21%
Stricter anti-trust and competition regulations	18%	17%
Increased efforts and investments to reduce carbon…	16%	47%
Increased restrictions to global trade and investment	11%	23%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

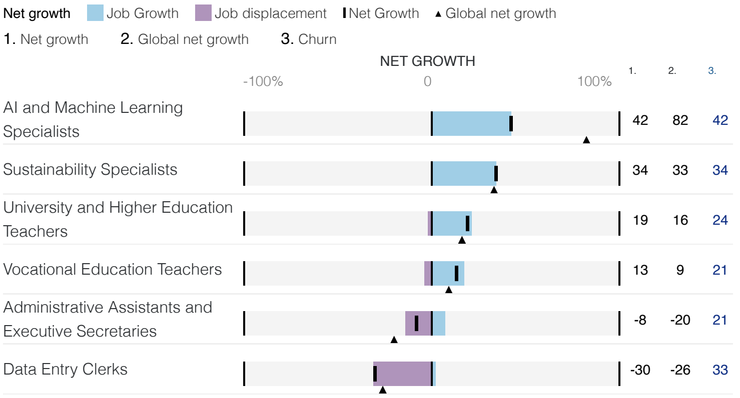


AI and information processing technologies (big data, VR, AR…	91%	86%
Robots and autonomous systems	55%	58%
Semiconductors and computing technologies	23%	20%
Energy generation, storage and distribution	20%	41%
Sensing, laser and optical technologies	16%	18%
Satellites and space technologies	11%	9%
New materials and composites	11%	30%
Quantum and encryption	9%	12%
Biotechnology and gene technologies	7%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

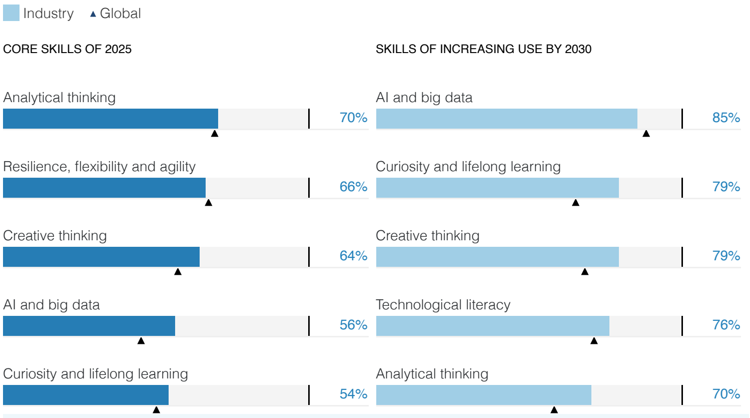


	1.	2.	3.
AI and Machine Learning Specialists	42	82	42
Sustainability Specialists	34	33	34
University and Higher Education Teachers	19	16	24
Vocational Education Teachers	13	9	21
Administrative Assistants and Executive Secretaries	-8	-20	21
Data Entry Clerks	-30	-26	33

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

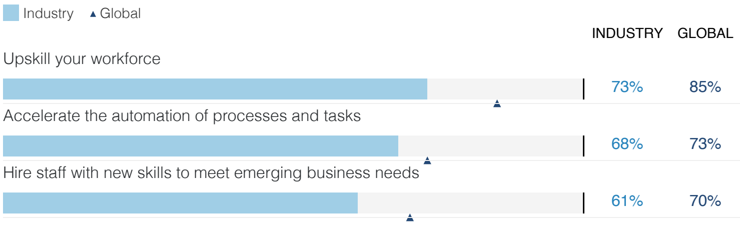


CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	70%	AI and big data	85%
Resilience, flexibility and agility	66%	Curiosity and lifelong learning	79%
Creative thinking	64%	Creative thinking	79%
AI and big data	56%	Technological literacy	76%
Curiosity and lifelong learning	54%	Analytical thinking	70%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



	INDUSTRY	GLOBAL
Upskill your workforce	73%	85%
Accelerate the automation of processes and tasks	68%	73%
Hire staff with new skills to meet emerging business needs	61%	70%

Upskilling and reskilling outlook

42 | Global 41

Would not need training by 2030

26 | Global 29

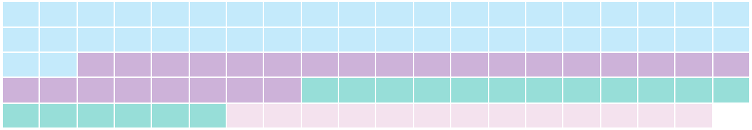
Would be upskilled in their current role

18 | Global 19

Would be upskilled and redeployed

13 | Global 11

Would be unlikely to upskill

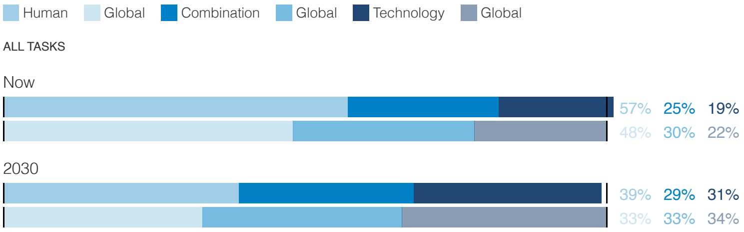


Education and Training

Human-machine frontier

Human-machine frontier

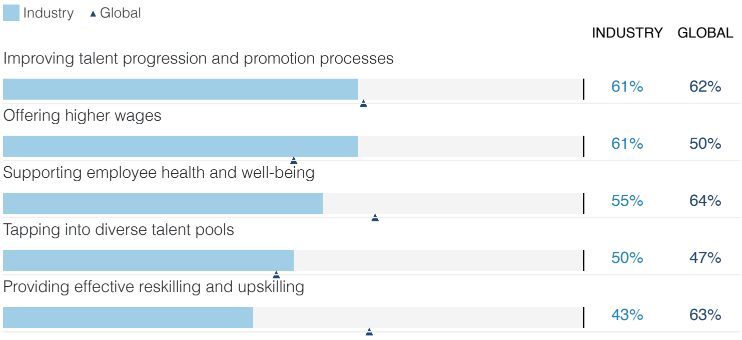
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

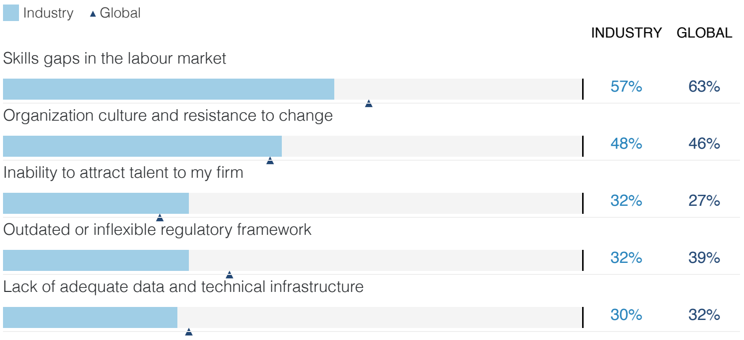
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

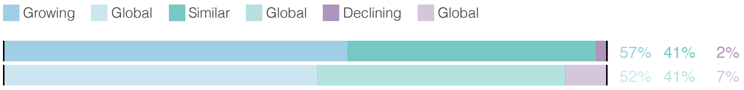
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

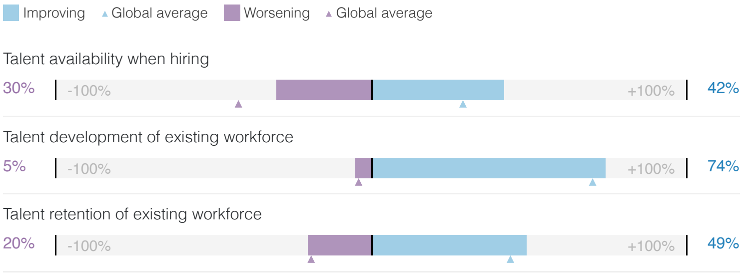
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

55 | Global 51

Run comprehensive DEI training for managers and staff

41 | Global 48

Targeted recruitment, retention and progression initiatives

41 | Global 33

Anti-harrasment protocols

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

81 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

71 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

60 | Global 49

Re-orienting your organization to target new business opportunities created by AI

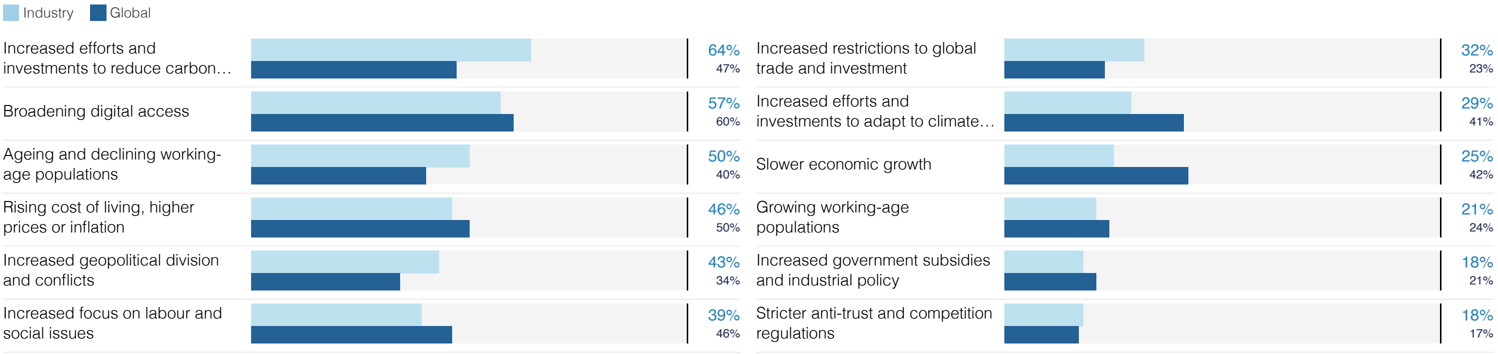
Electronics

17% | Global 22%	33% | Global 39%	87% | Global 83%	95% | Global 88%
Labour-market churn	**Skill disruption**	**Organizations with DEI priorities**	**AI exposure**
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

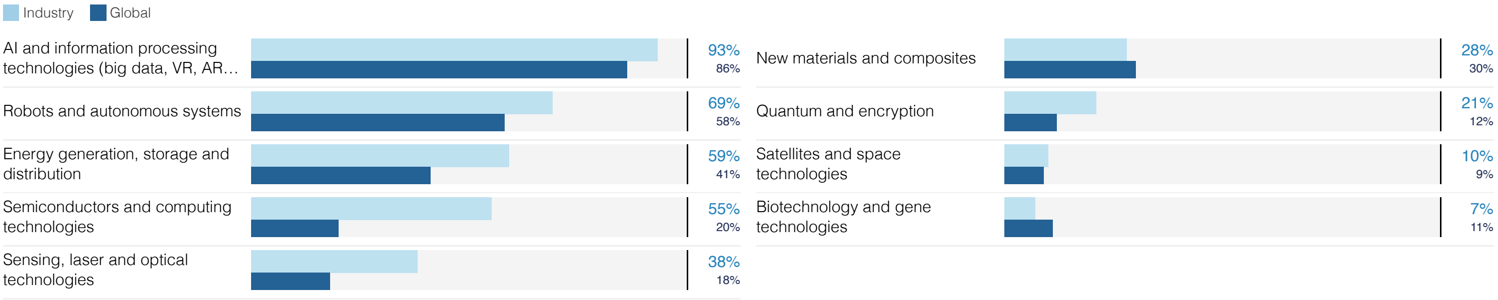


Increased efforts and investments to reduce carbon…	64%	47%
Broadening digital access	57%	60%
Ageing and declining working-age populations	50%	40%
Rising cost of living, higher prices or inflation	46%	50%
Increased geopolitical division and conflicts	43%	34%
Increased focus on labour and social issues	39%	46%
Increased restrictions to global trade and investment	32%	23%
Increased efforts and investments to adapt to climate…	29%	41%
Slower economic growth	25%	42%
Growing working-age populations	21%	24%
Increased government subsidies and industrial policy	18%	21%
Stricter anti-trust and competition regulations	18%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

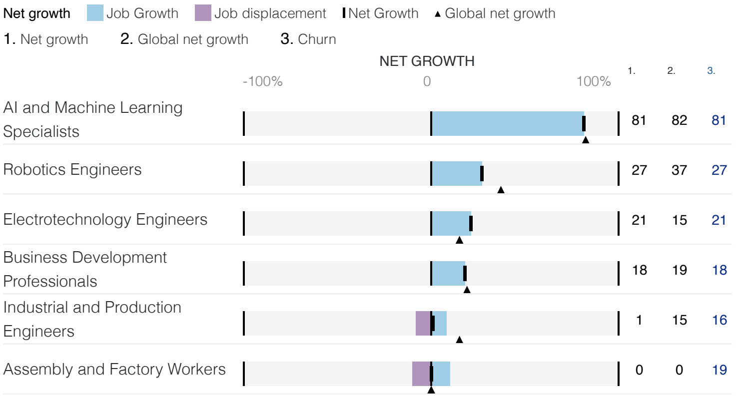


AI and information processing technologies (big data, VR, AR…	93%	86%
Robots and autonomous systems	69%	58%
Energy generation, storage and distribution	59%	41%
Semiconductors and computing technologies	55%	20%
Sensing, laser and optical technologies	38%	18%
New materials and composites	28%	30%
Quantum and encryption	21%	12%
Satellites and space technologies	10%	9%
Biotechnology and gene technologies	7%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

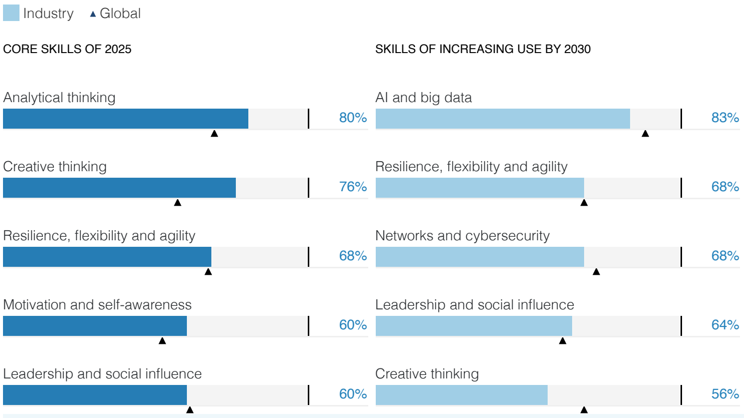


	1.	2.	3.
AI and Machine Learning Specialists	81	82	81
Robotics Engineers	27	37	27
Electrotechnology Engineers	21	15	21
Business Development Professionals	18	19	18
Industrial and Production Engineers	1	15	16
Assembly and Factory Workers	0	0	19

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

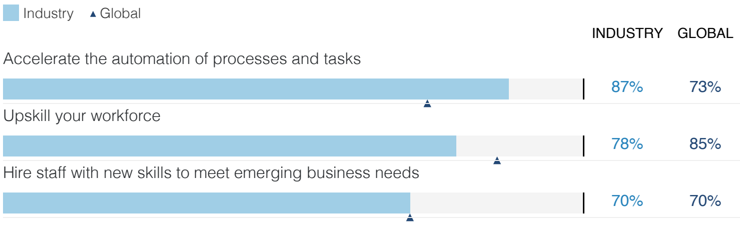


CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	80%	AI and big data	83%
Creative thinking	76%	Resilience, flexibility and agility	68%
Resilience, flexibility and agility	68%	Networks and cybersecurity	68%
Motivation and self-awareness	60%	Leadership and social influence	64%
Leadership and social influence	60%	Creative thinking	56%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

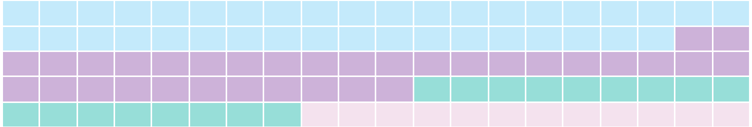
% surveyed organizations selecting the macrotrend to drive workforce transformation



	INDUSTRY	GLOBAL
Accelerate the automation of processes and tasks	87%	73%
Upskill your workforce	78%	85%
Hire staff with new skills to meet emerging business needs	70%	70%

Upskilling and reskilling outlook

38 | Global 41	33 | Global 29	17 | Global 19	12 | Global 11
Would not need training by 2030	Would be upskilled in their current role	Would be upskilled and redeployed	Would be unlikely to upskill

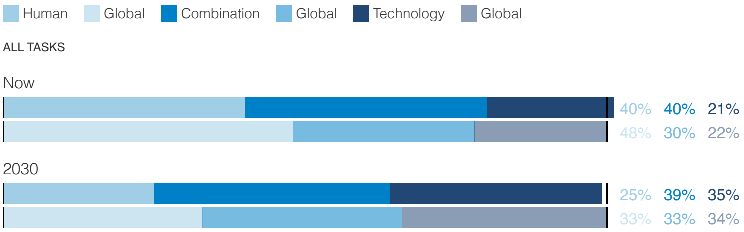


Electronics

Human-machine frontier

Human-machine frontier

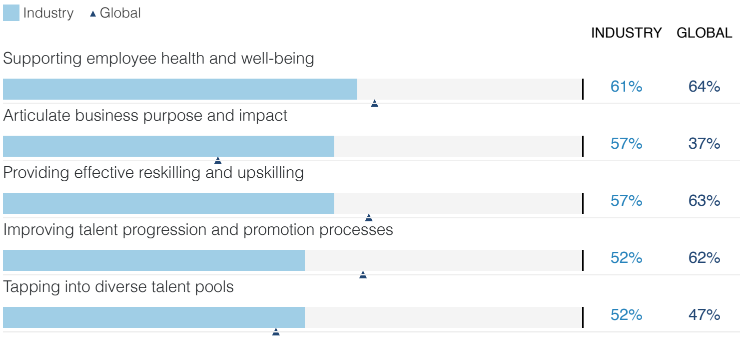
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

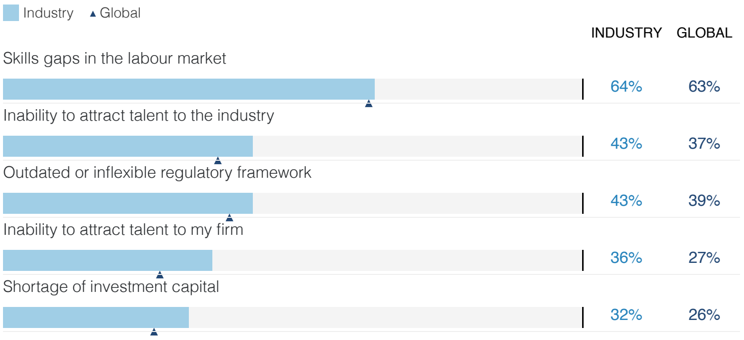
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

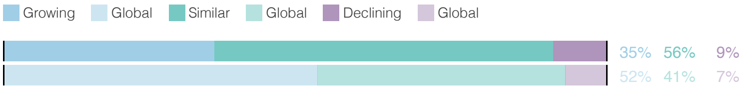
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

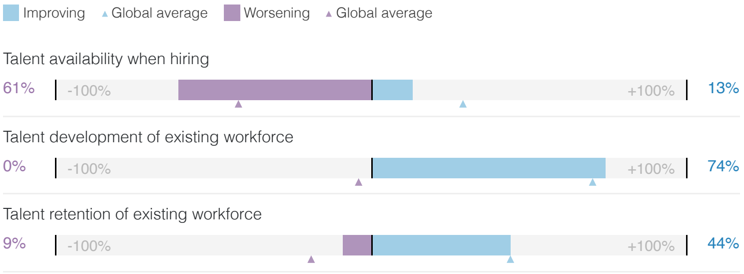
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

48 | Global 51

Run comprehensive DEI training for managers and staff

44 | Global 39

Pay equity reviews and salary audits

39 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

81 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

67 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

52 | Global 47

Transitioning people from jobs that AI will cause to decline, to other roles within your organization

Energy Technology and Utilities

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

40% | Global 39%

Skill disruption

Shares of core skills which will change

81% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

72% | Global 88%

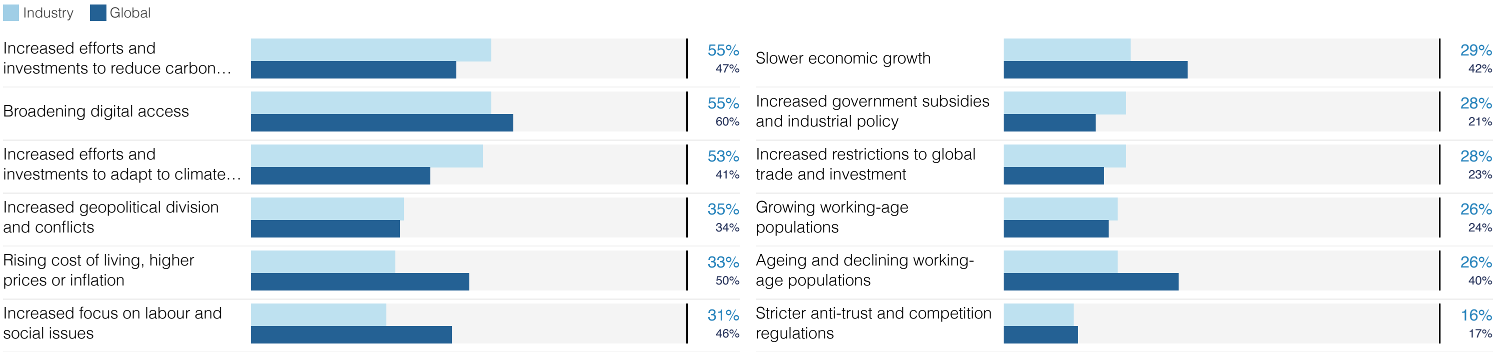
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

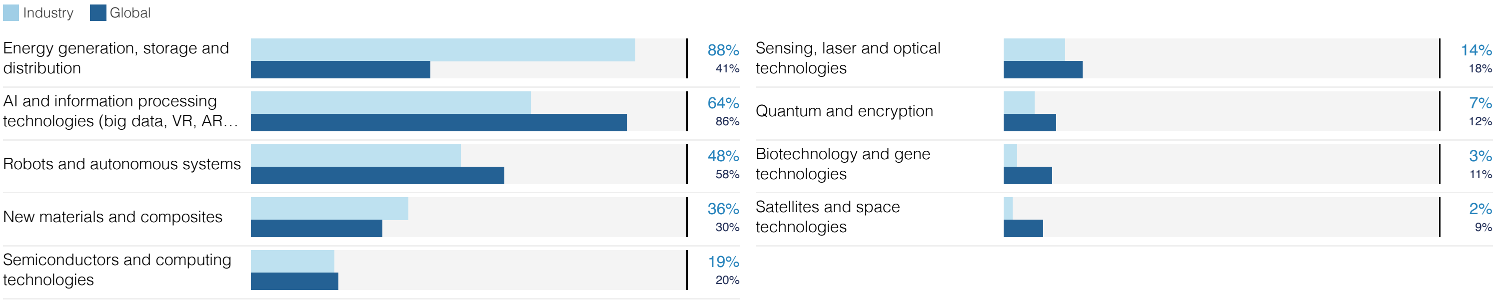
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

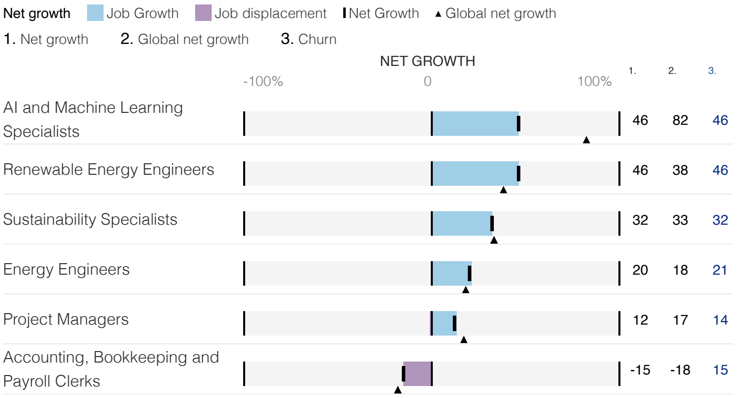
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

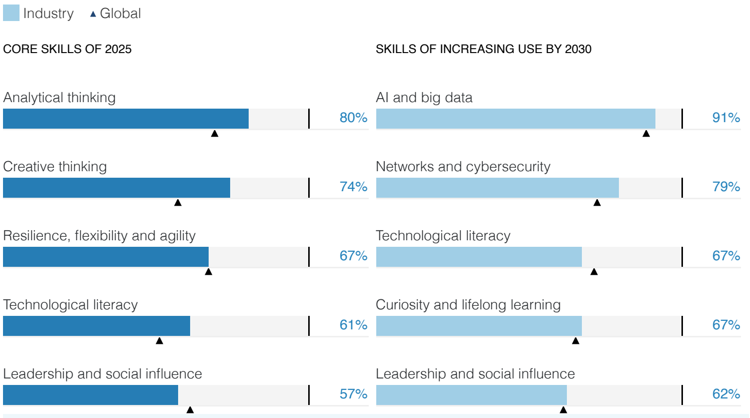
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

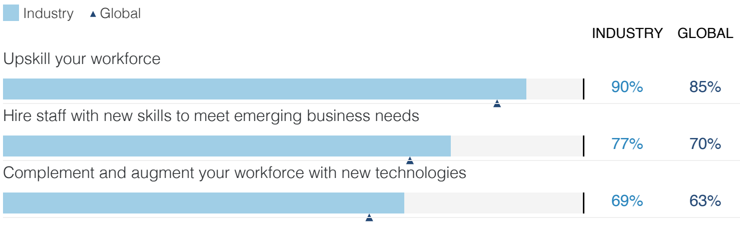
Skills of the most increase in use by 2030



Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



Upskilling and reskilling outlook

39 | Global 41

Would not need training by 2030

32 | Global 29

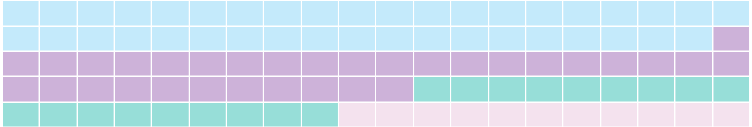
Would be upskilled in their current role

18 | Global 19

Would be upskilled and redeployed

11 | Global 11

Would be unlikely to upskill

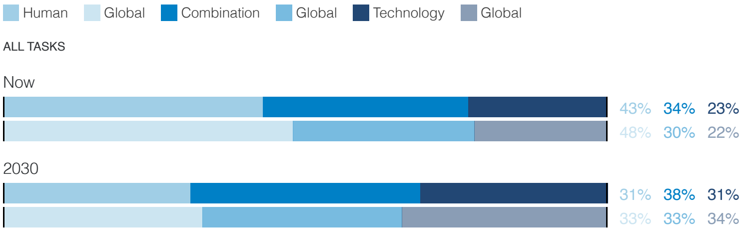


Energy Technology and Utilities

Human-machine frontier

Human-machine frontier

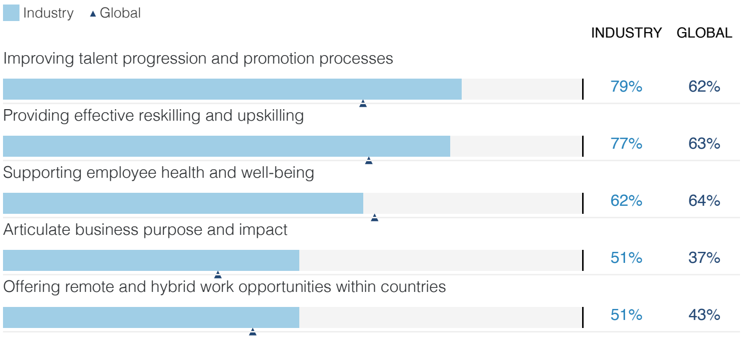
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

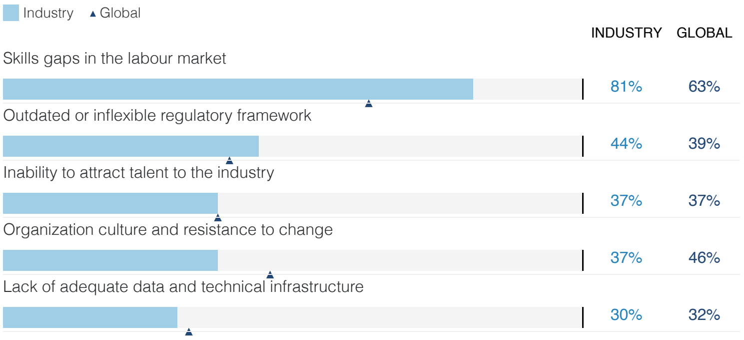
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation



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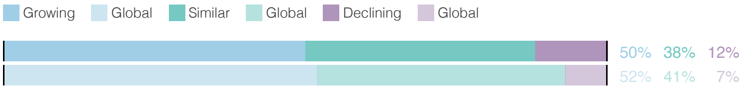
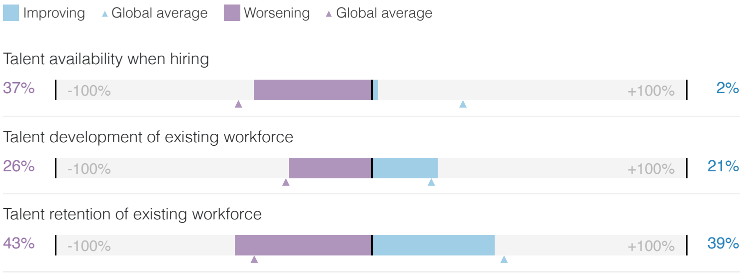


Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

62 | Global 51
Run comprehensive DEI training for managers and staff

60 | Global 42
Set DEI goals, targets or quotas

55 | Global 48
Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

74 | Global 69
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

74 | Global 77
Reskilling and upskilling your existing workforce to better work alongside AI

61 | Global 62
Hiring new people with skills to better work alongside AI

Financial services and Capital markets

30% | Global 22%

Labour-market churn

Five-year structural labour-force churn

41% | Global 39%

Skill disruption

Shares of core skills which will change

88% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

97% | Global 88%

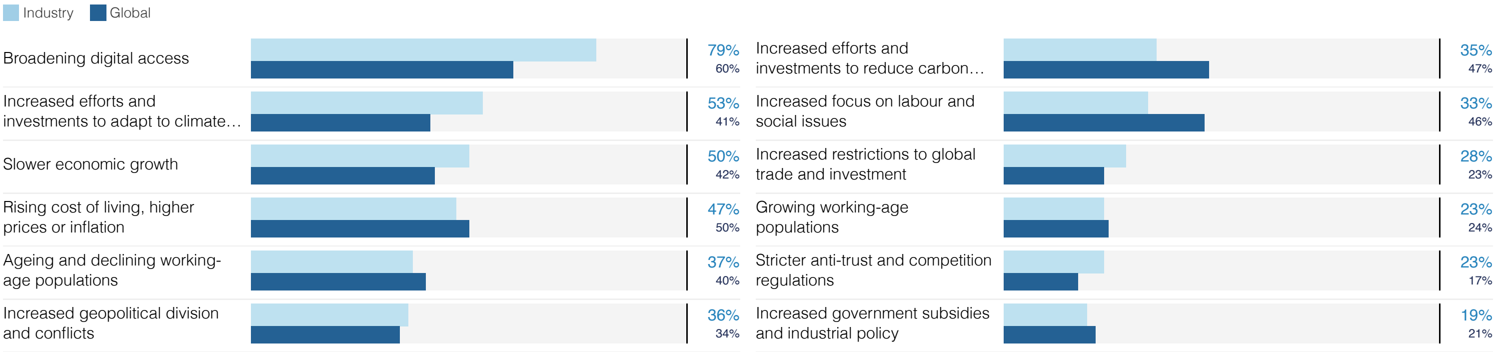
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Broadening digital access	79%	60%
Increased efforts and investments to adapt to climate…	53%	41%
Slower economic growth	50%	42%
Rising cost of living, higher prices or inflation	47%	50%
Ageing and declining working-age populations	37%	40%
Increased geopolitical division and conflicts	36%	34%
Increased efforts and investments to reduce carbon…	35%	47%
Increased focus on labour and social issues	33%	46%
Increased restrictions to global trade and investment	28%	23%
Growing working-age populations	23%	24%
Stricter anti-trust and competition regulations	23%	17%
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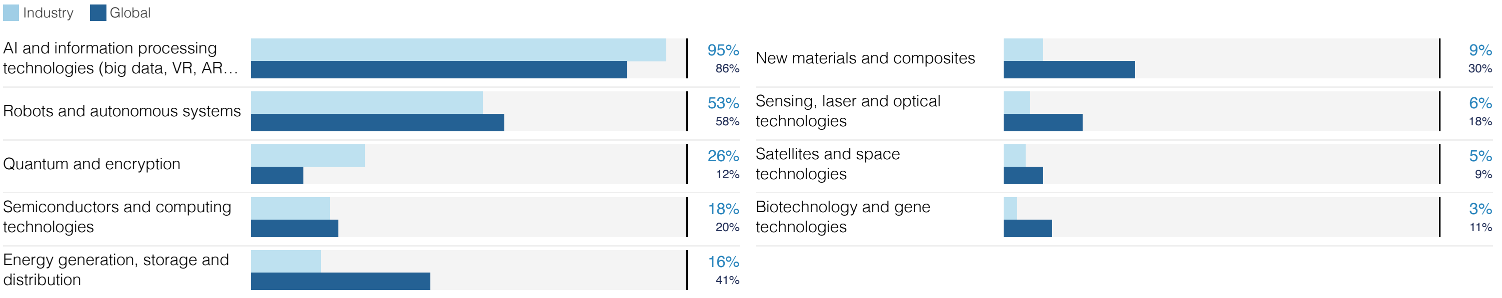
Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

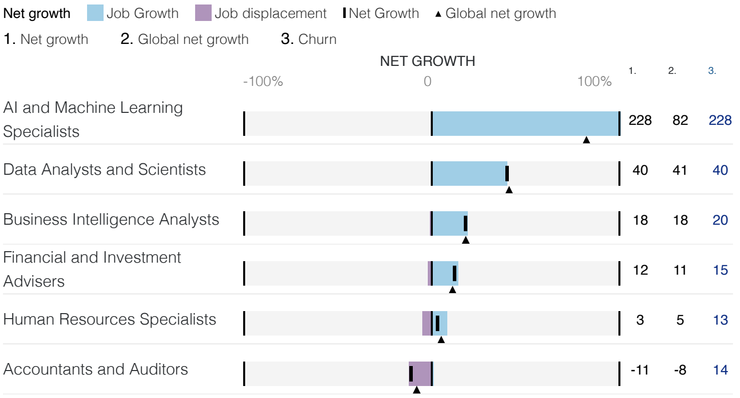


AI and information processing technologies (big data, VR, AR…	95%	86%
Robots and autonomous systems	53%	58%
Quantum and encryption	26%	12%
Semiconductors and computing technologies	18%	20%
Energy generation, storage and distribution	16%	41%
New materials and composites	9%	30%
Sensing, laser and optical technologies	6%	18%
Satellites and space technologies	5%	9%
Biotechnology and gene technologies	3%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

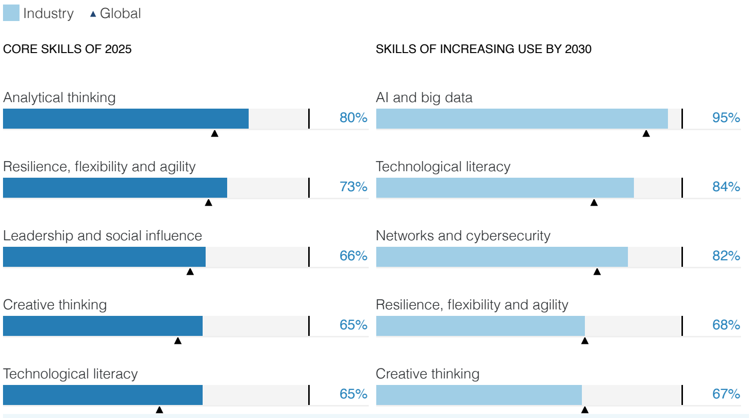


	1.	2.	3.
AI and Machine Learning Specialists	228	82	228
Data Analysts and Scientists	40	41	40
Business Intelligence Analysts	18	18	20
Financial and Investment Advisers	12	11	15
Human Resources Specialists	3	5	13
Accountants and Auditors	-11	-8	14

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025

Analytical thinking	80%
Resilience, flexibility and agility	73%
Leadership and social influence	66%
Creative thinking	65%
Technological literacy	65%

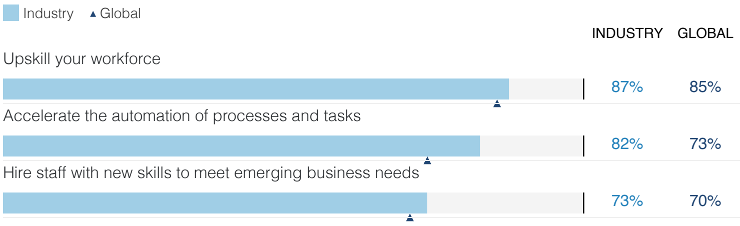
SKILLS OF INCREASING USE BY 2030

AI and big data	95%
Technological literacy	84%
Networks and cybersecurity	82%
Resilience, flexibility and agility	68%
Creative thinking	67%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



	INDUSTRY	GLOBAL
Upskill your workforce	87%	85%
Accelerate the automation of processes and tasks	82%	73%
Hire staff with new skills to meet emerging business needs	73%	70%

Upskilling and reskilling outlook

42 | Global 41

Would not need training by 2030

25 | Global 29

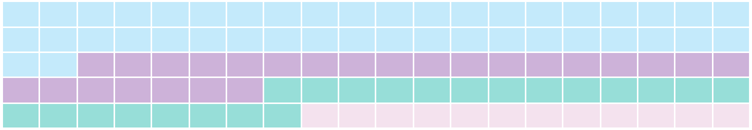
Would be upskilled in their current role

21 | Global 19

Would be upskilled and redeployed

12 | Global 11

Would be unlikely to upskill

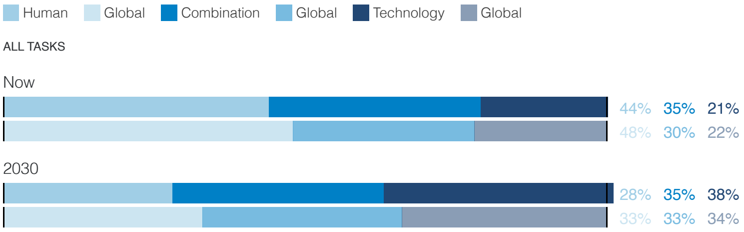


Financial services and Capital markets

Human-machine frontier

Human-machine frontier

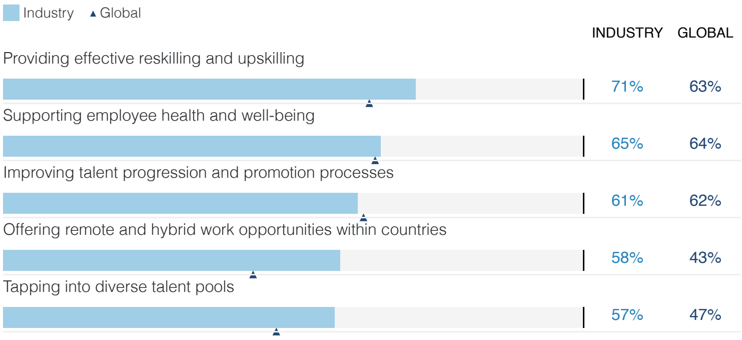
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

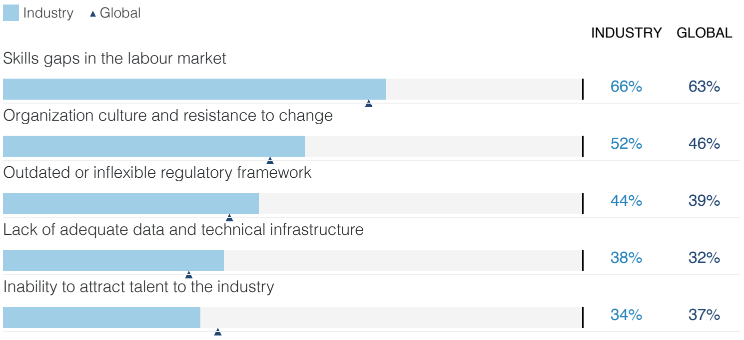
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

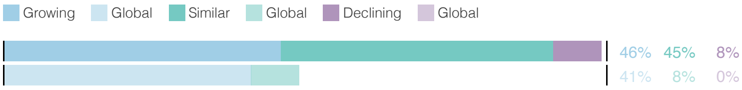
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

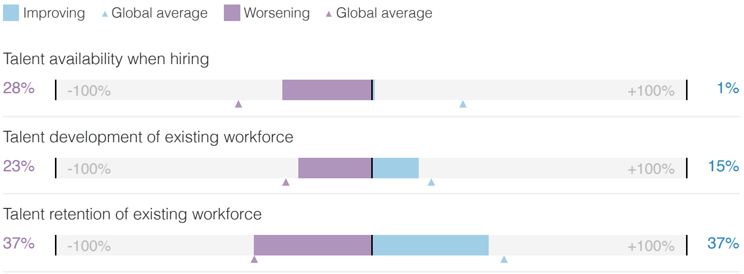
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

58 | Global 51

Run comprehensive DEI training for managers and staff

57 | Global 48

Targeted recruitment, retention and progression initiatives

47 | Global 39

Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

80 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

74 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

69 | Global 62

Hiring new people with skills to better work alongside AI

Government and Public sector

23% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

75% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

76% | Global 88%

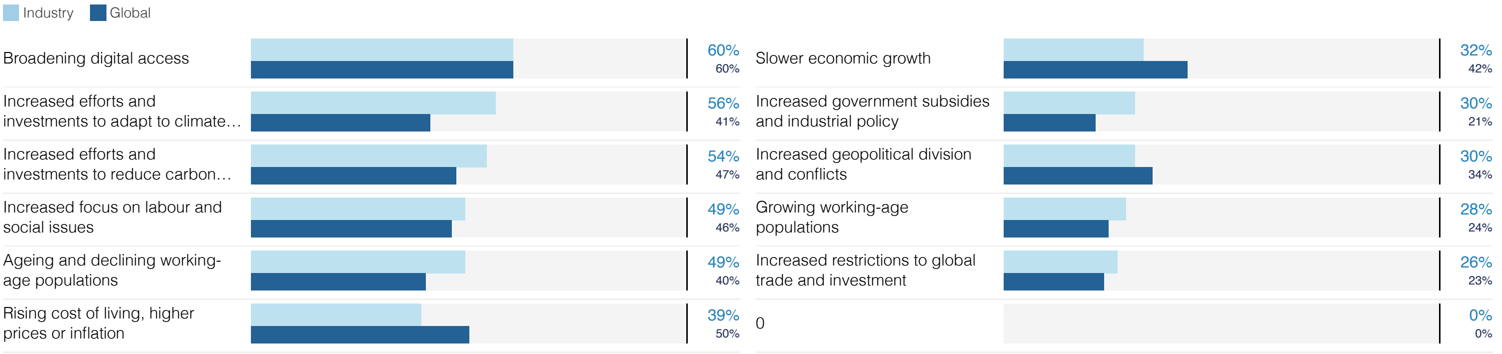
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

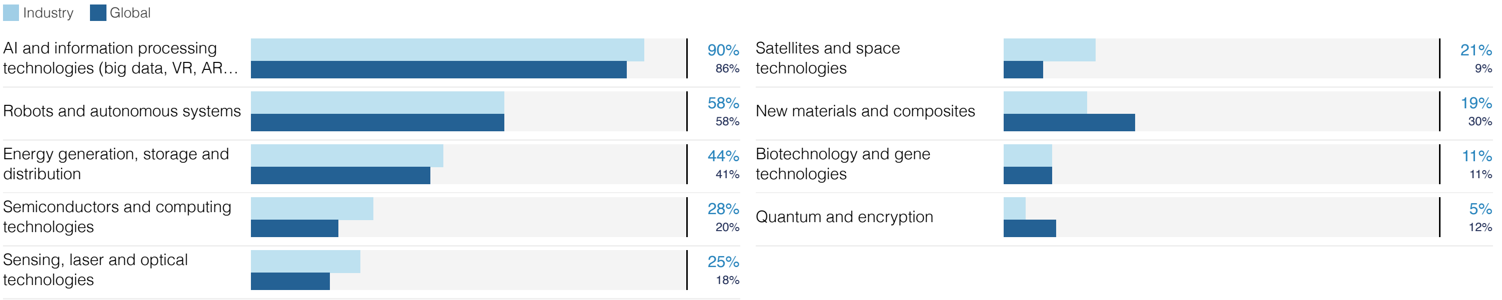
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

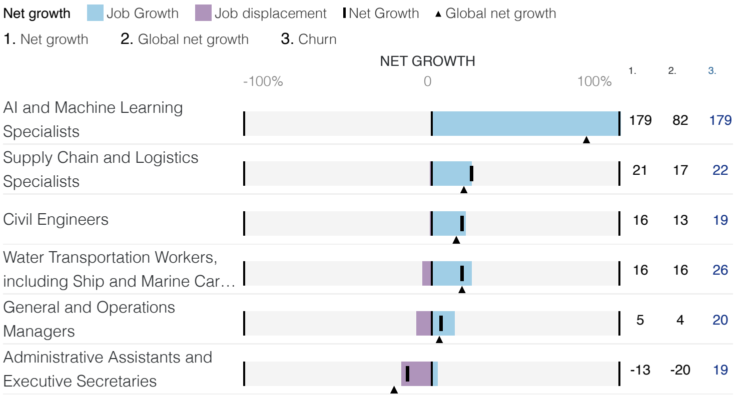
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

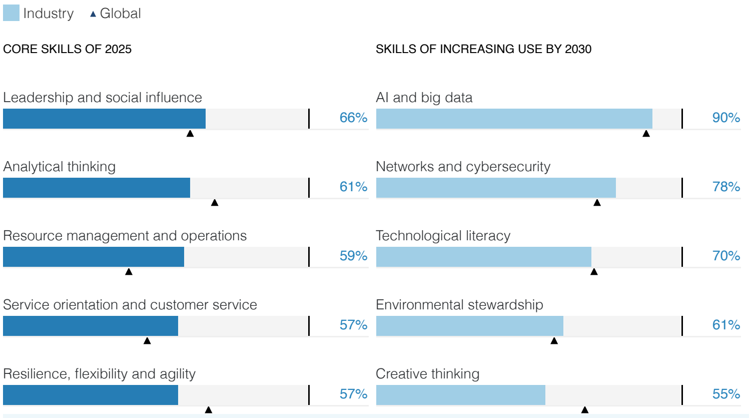
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

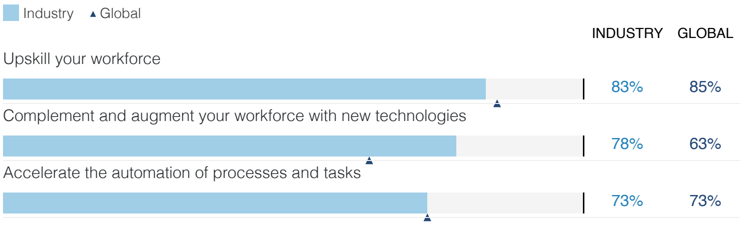
Skills of the most increase in use by 2030



Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



Upskilling and reskilling outlook

37 | Global 41

Would not need training by 2030

33 | Global 29

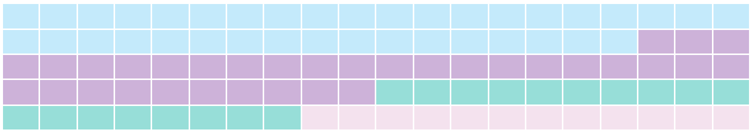
Would be upskilled in their current role

18 | Global 19

Would be upskilled and redeployed

12 | Global 11

Would be unlikely to upskill

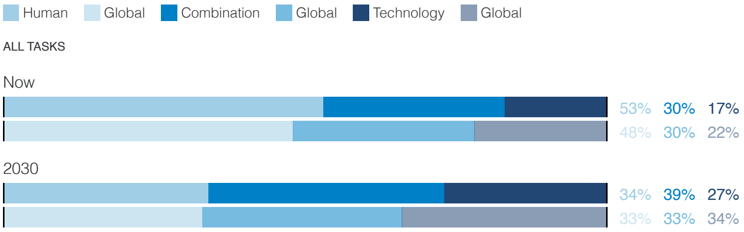


Government and Public sector

Human-machine frontier

Human-machine frontier

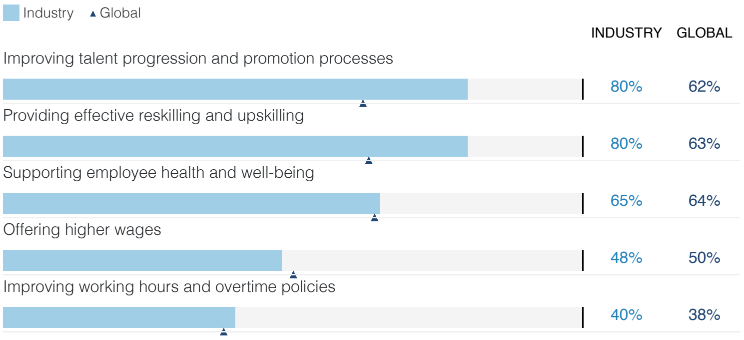
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

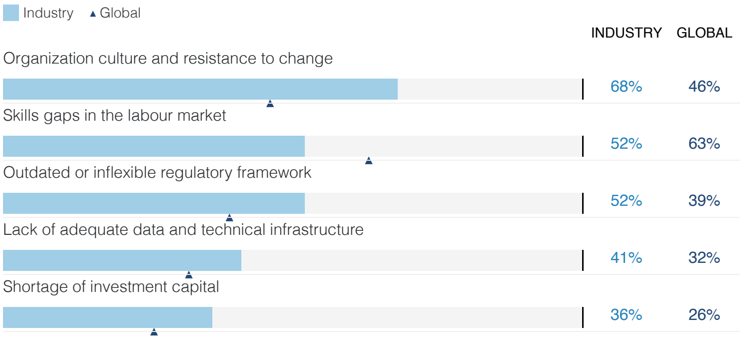
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

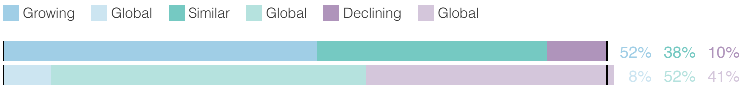
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

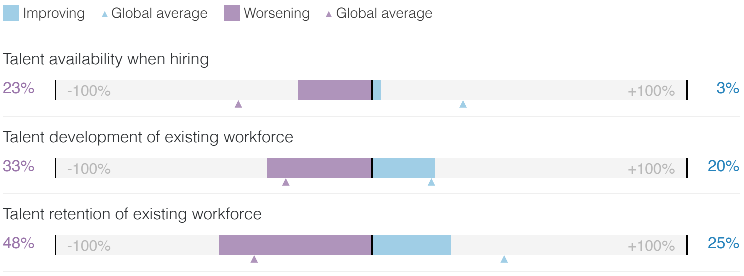
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

50 | Global 51

Run comprehensive DEI training for managers and staff

48 | Global 33

Anti-harrasment protocols

43 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

84 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

76 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

63 | Global 62

Hiring new people with skills to better work alongside AI

Information and Technology services

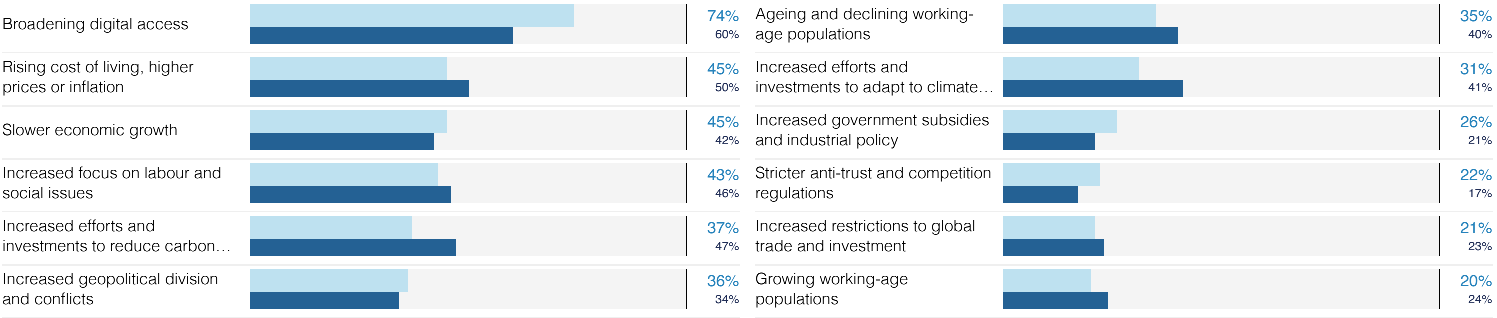
34% | Global 22%	32% | Global 39%	89% | Global 83%	93% | Global 88%
Labour-market churn	**Skill disruption**	**Organizations with DEI priorities**	**AI exposure**
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

▨ Industry ■ Global



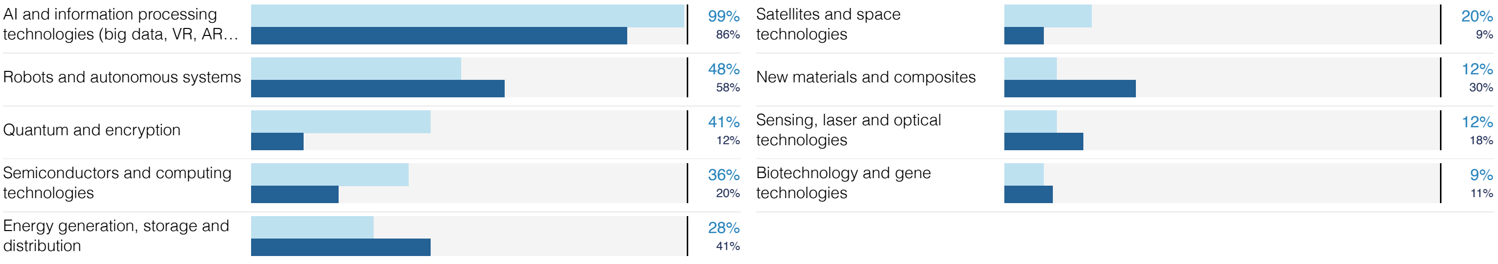
Broadening digital access	74%	60%
Rising cost of living, higher prices or inflation	45%	50%
Slower economic growth	45%	42%
Increased focus on labour and social issues	43%	46%
Increased efforts and investments to reduce carbon…	37%	47%
Increased geopolitical division and conflicts	36%	34%
Ageing and declining working-age populations	35%	40%
Increased efforts and investments to adapt to climate…	31%	41%
Increased government subsidies and industrial policy	26%	21%
Stricter anti-trust and competition regulations	22%	17%
Increased restrictions to global trade and investment	21%	23%
Growing working-age populations	20%	24%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

▨ Industry ■ Global



AI and information processing technologies (big data, VR, AR…	99%	86%
Robots and autonomous systems	48%	58%
Quantum and encryption	41%	12%
Semiconductors and computing technologies	36%	20%
Energy generation, storage and distribution	28%	41%
Satellites and space technologies	20%	9%
New materials and composites	12%	30%
Sensing, laser and optical technologies	12%	18%
Biotechnology and gene technologies	9%	11%

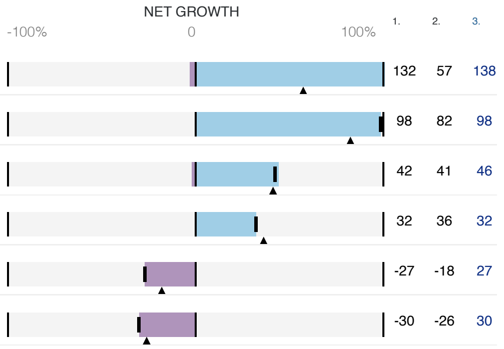
Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth ▨ Job Growth ▨ Job displacement ❙ Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn



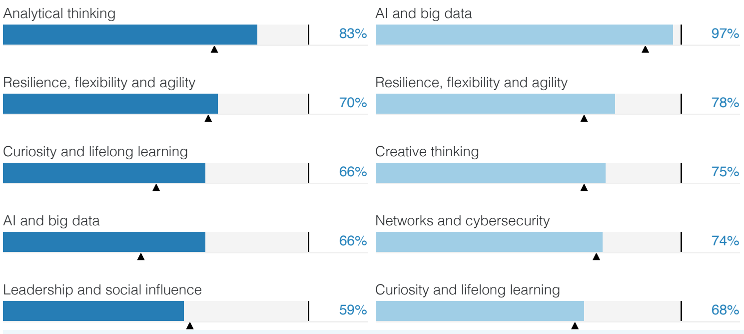
	1.	2.	3.
Software and Applications Developers	132	57	138
AI and Machine Learning Specialists	98	82	98
Data Analysts and Scientists	42	41	46
Data Engineers	32	36	32
Accounting, Bookkeeping and Payroll Clerks	-27	-18	27
Data Entry Clerks	-30	-26	30

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

▨ Industry ▲ Global



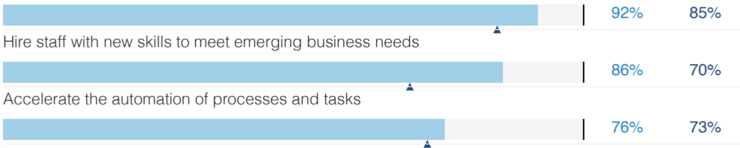
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	83%	AI and big data	97%
Resilience, flexibility and agility	70%	Resilience, flexibility and agility	78%
Curiosity and lifelong learning	66%	Creative thinking	75%
AI and big data	66%	Networks and cybersecurity	74%
Leadership and social influence	59%	Curiosity and lifelong learning	68%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

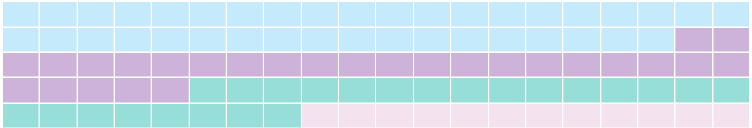
▨ Industry ▲ Global



	INDUSTRY	GLOBAL
Upskill your workforce	92%	85%
Hire staff with new skills to meet emerging business needs	86%	70%
Accelerate the automation of processes and tasks	76%	73%

Upskilling and reskilling outlook

38 | Global 41	27 | Global 29	23 | Global 19	12 | Global 11
Would not need training by 2030	Would be upskilled in their current role	Would be upskilled and redeployed	Would be unlikely to upskill

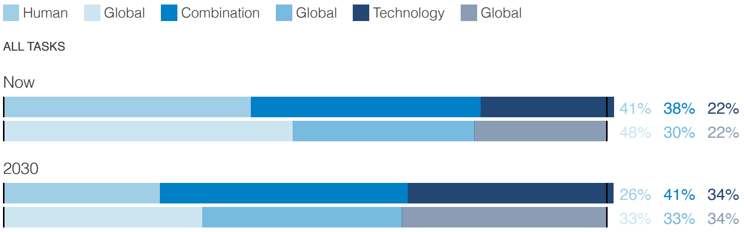


Information and Technology services

Human-machine frontier

Human-machine frontier

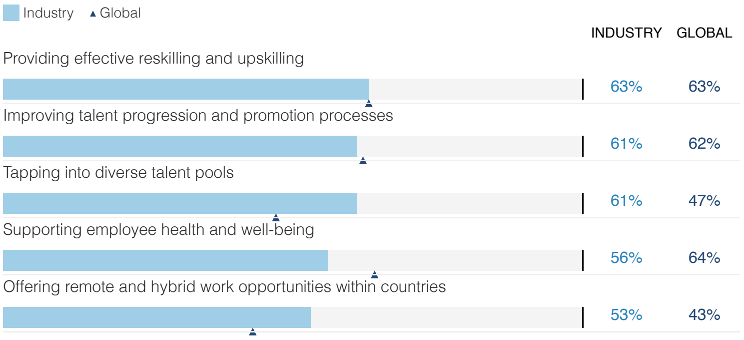
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

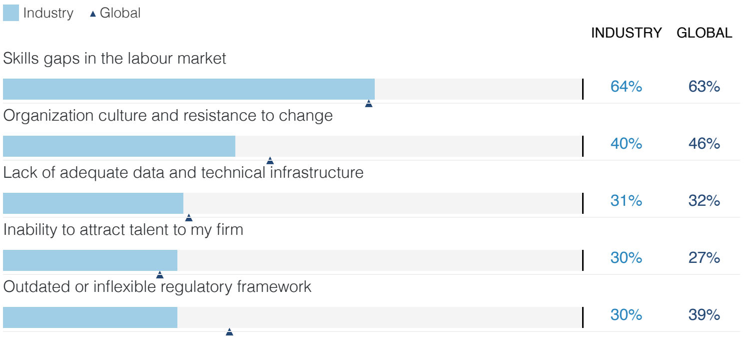
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

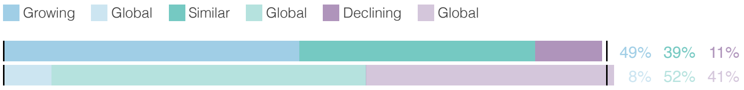
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

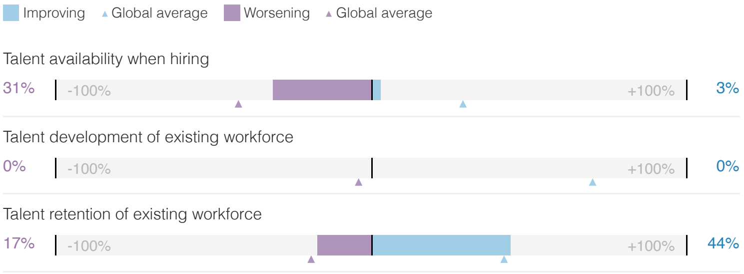
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

59 | Global 51

Run comprehensive DEI training for managers and staff

54 | Global 42

Set DEI goals, targets or quotas

51 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

87 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

79 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

73 | Global 62

Hiring new people with skills to better work alongside AI

Infrastructure

14% | Global 22%
Labour-market churn
Five-year structural labour-force churn

35% | Global 39%
Skill disruption
Shares of core skills which will change

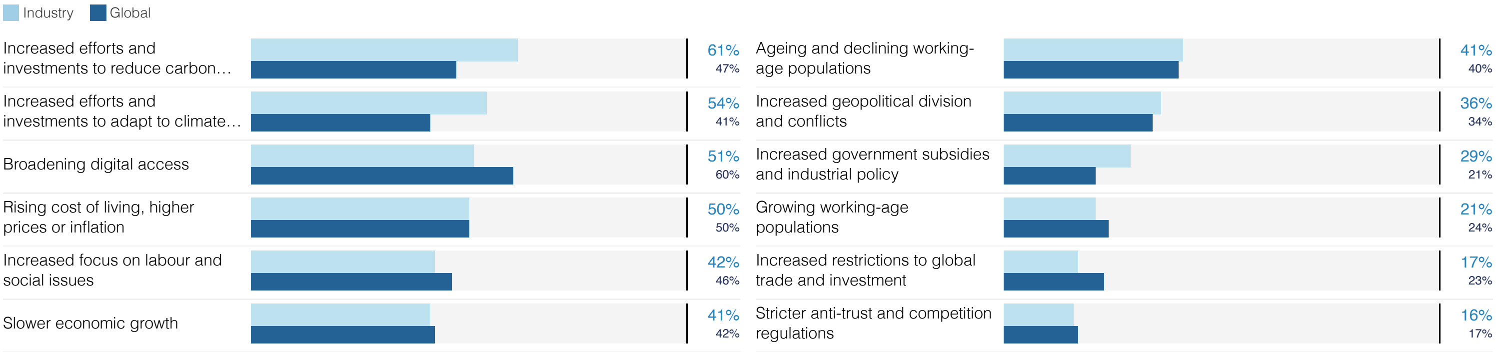
81% | Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities

78% | Global 88%
AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

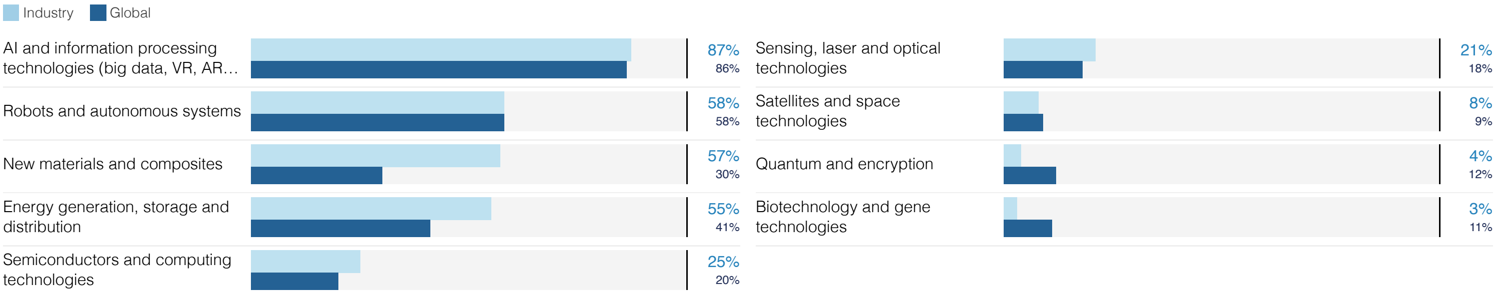


Increased efforts and investments to reduce carbon…	61%	47%
Increased efforts and investments to adapt to climate…	54%	41%
Broadening digital access	51%	60%
Rising cost of living, higher prices or inflation	50%	50%
Increased focus on labour and social issues	42%	46%
Slower economic growth	41%	42%
Ageing and declining working-age populations	41%	40%
Increased geopolitical division and conflicts	36%	34%
Increased government subsidies and industrial policy	29%	21%
Growing working-age populations	21%	24%
Increased restrictions to global trade and investment	17%	23%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

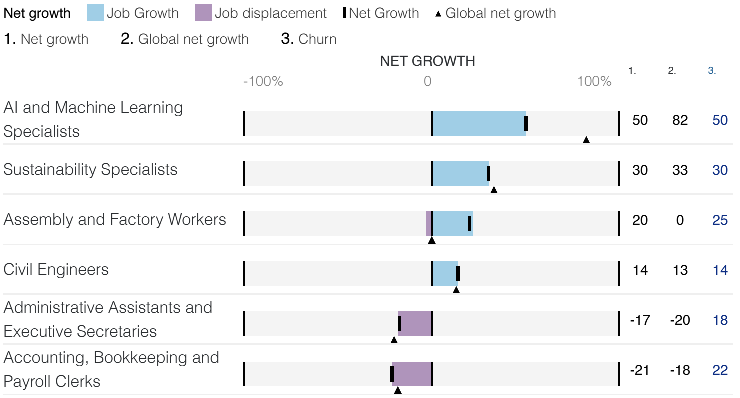


AI and information processing technologies (big data, VR, AR…	87%	86%
Robots and autonomous systems	58%	58%
New materials and composites	57%	30%
Energy generation, storage and distribution	55%	41%
Semiconductors and computing technologies	25%	20%
Sensing, laser and optical technologies	21%	18%
Satellites and space technologies	8%	9%
Quantum and encryption	4%	12%
Biotechnology and gene technologies	3%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

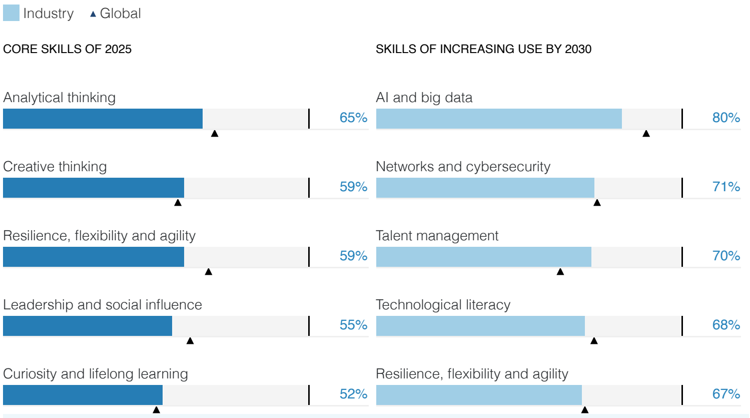


	1. Net growth	2. Global net growth	3. Churn
AI and Machine Learning Specialists	50	82	50
Sustainability Specialists	30	33	30
Assembly and Factory Workers	20	0	25
Civil Engineers	14	13	14
Administrative Assistants and Executive Secretaries	-17	-20	18
Accounting, Bookkeeping and Payroll Clerks	-21	-18	22

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

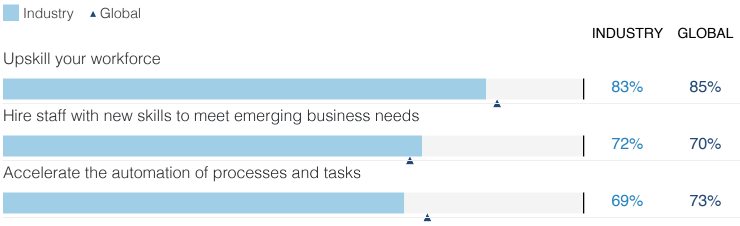


CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	65%	AI and big data	80%
Creative thinking	59%	Networks and cybersecurity	71%
Resilience, flexibility and agility	59%	Talent management	70%
Leadership and social influence	55%	Technological literacy	68%
Curiosity and lifelong learning	52%	Resilience, flexibility and agility	67%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



	INDUSTRY	GLOBAL
Upskill your workforce	83%	85%
Hire staff with new skills to meet emerging business needs	72%	70%
Accelerate the automation of processes and tasks	69%	73%

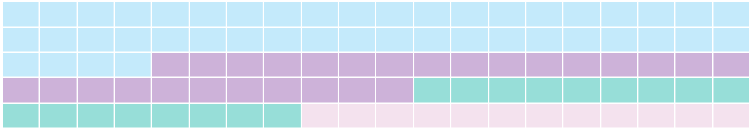
Upskilling and reskilling outlook

44 | Global 41
Would not need training by 2030

27 | Global 29
Would be upskilled in their current role

17 | Global 19
Would be upskilled and redeployed

12 | Global 11
Would be unlikely to upskill

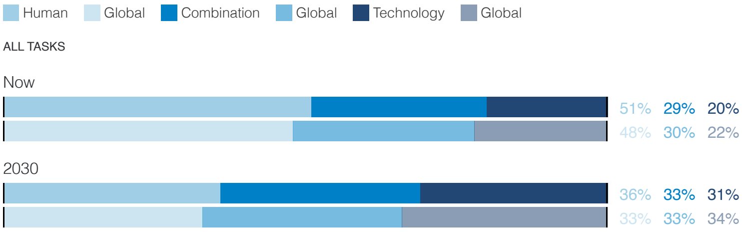


Infrastructure

Human-machine frontier

Human-machine frontier

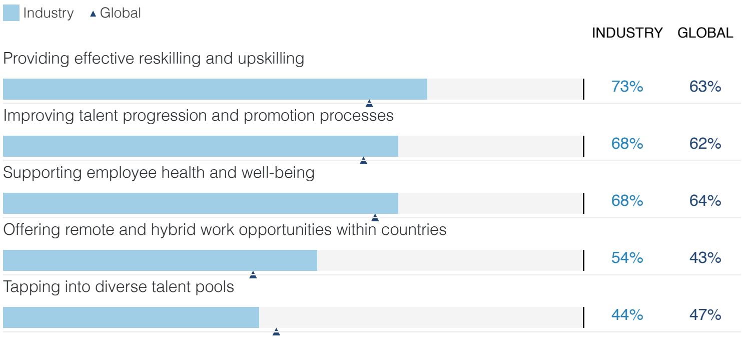
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

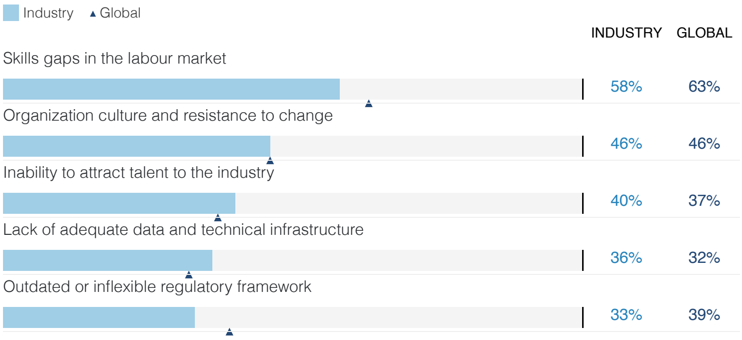
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

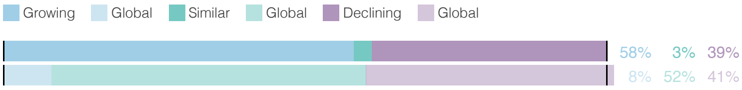
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

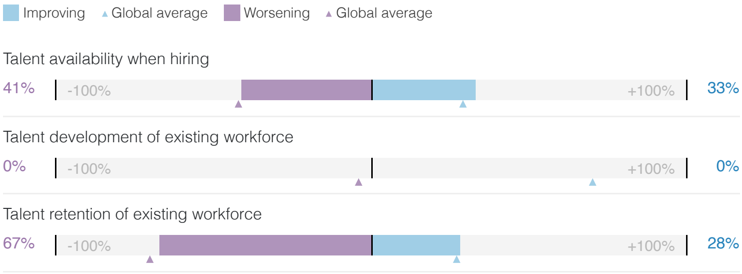
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

58 | Global 42

Set DEI goals, targets or quotas

53 | Global 48

Targeted recruitment, retention and progression initiatives

48 | Global 51

Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

74 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

64 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

59 | Global 62

Hiring new people with skills to better work alongside AI

Insurance and Pensions management

19% | Global 22%

Labour-market churn
Five-year structural labour-force churn

47% | Global 39%

Skill disruption
Shares of core skills which will change

97% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

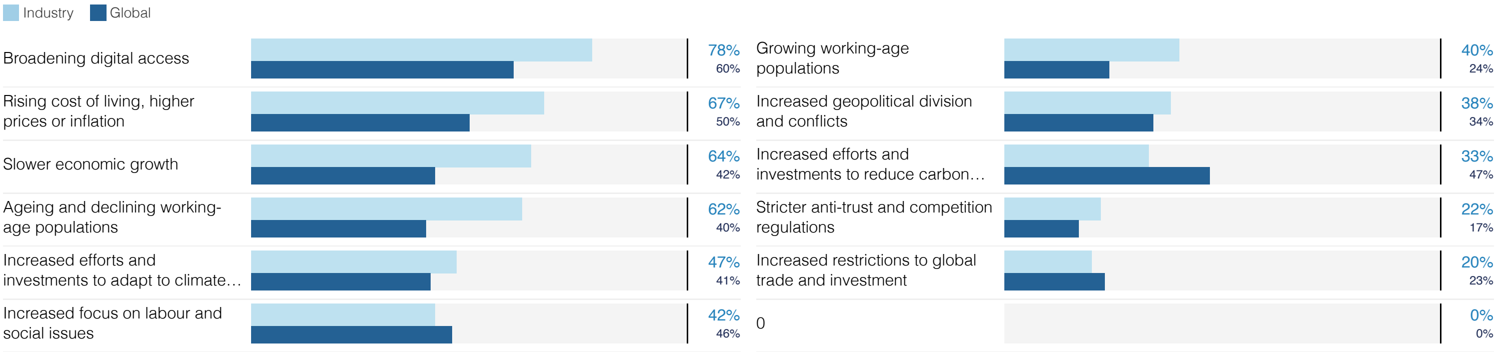
0% | Global 0%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

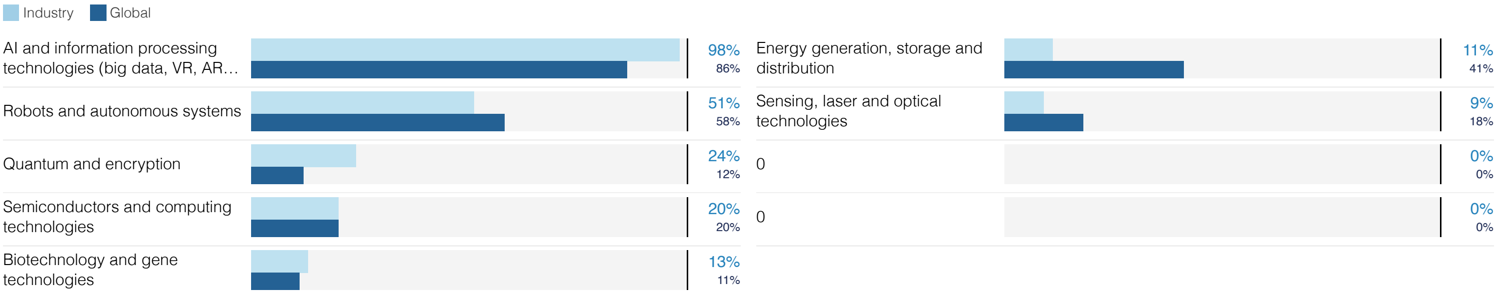
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

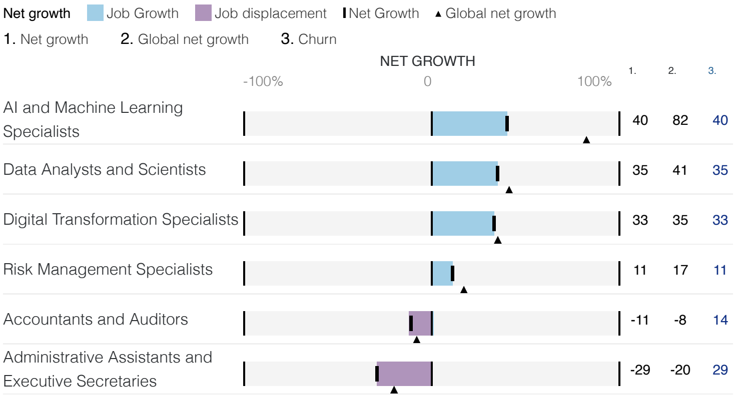
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

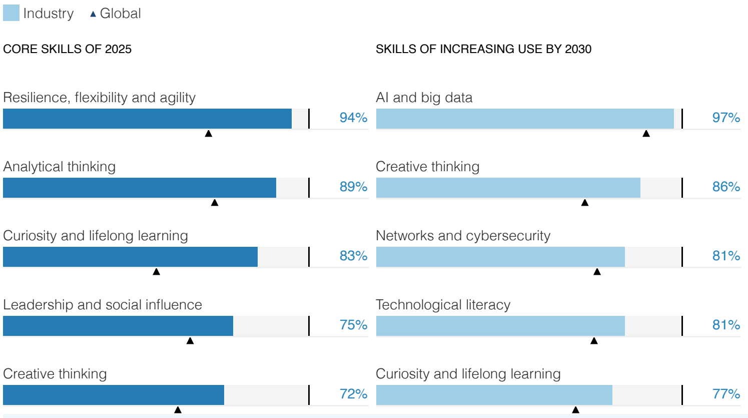
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

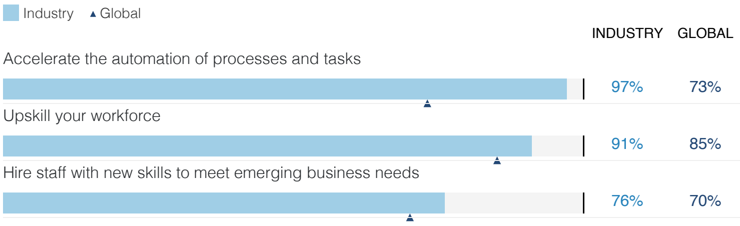
Skills of the most increase in use by 2030



Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



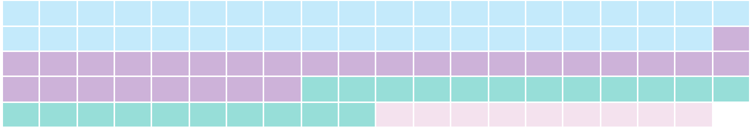
Upskilling and reskilling outlook

39 | Global 41
Would not need training by 2030

29 | Global 29
Would be upskilled in their current role

22 | Global 19
Would be upskilled and redeployed

9 | Global 11
Would be unlikely to upskill

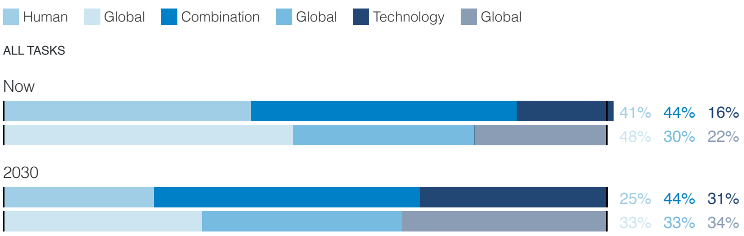


Insurance and Pensions management

Human-machine frontier

Human-machine frontier

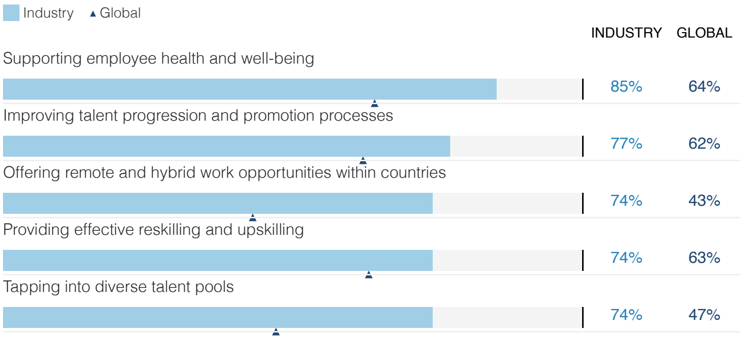
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

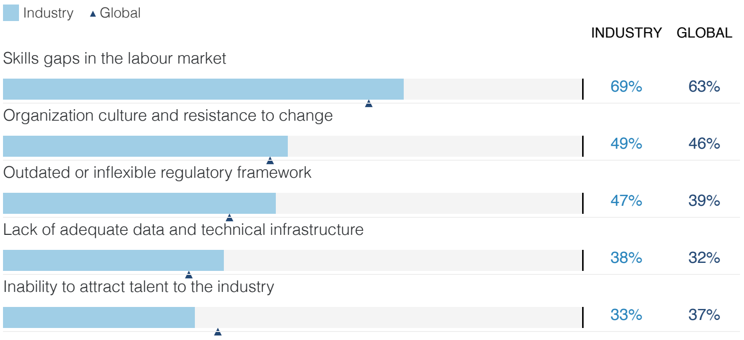
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

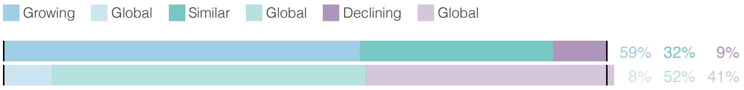
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

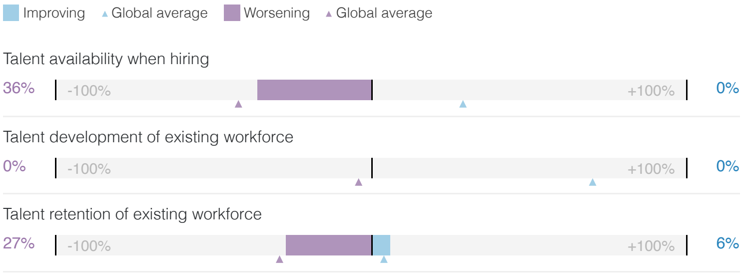
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

65 | Global 51

Run comprehensive DEI training for managers and staff

59 | Global 39

Pay equity reviews and salary audits

50 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

91 | Global 62

Hiring new people with skills to better work alongside AI

85 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

77 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

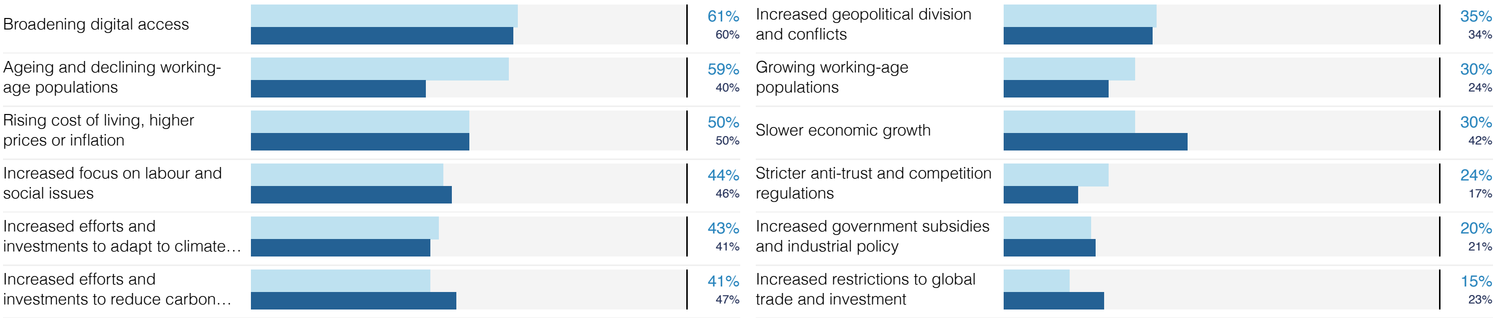
Medical and Healthcare services

19%	Global 22%	**Labour-market churn** Five-year structural labour-force churn
39%	Global 39%	**Skill disruption** Shares of core skills which will change
91%	Global 83%	**Organizations with DEI priorities** Share of organizations with DEI priorities
94%	Global 88%	**AI exposure** Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

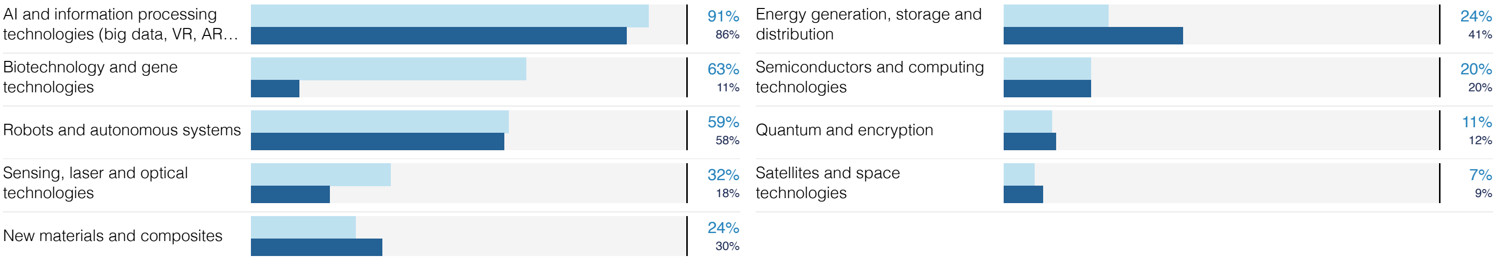


	Industry	Global
Broadening digital access	61%	60%
Ageing and declining working-age populations	59%	40%
Rising cost of living, higher prices or inflation	50%	50%
Increased focus on labour and social issues	44%	46%
Increased efforts and investments to adapt to climate…	43%	41%
Increased efforts and investments to reduce carbon…	41%	47%
Increased geopolitical division and conflicts	35%	34%
Growing working-age populations	30%	24%
Slower economic growth	30%	42%
Stricter anti-trust and competition regulations	24%	17%
Increased government subsidies and industrial policy	20%	21%
Increased restrictions to global trade and investment	15%	23%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation



	Industry	Global
AI and information processing technologies (big data, VR, AR…	91%	86%
Biotechnology and gene technologies	63%	11%
Robots and autonomous systems	59%	58%
Sensing, laser and optical technologies	32%	18%
New materials and composites	24%	30%
Energy generation, storage and distribution	24%	41%
Semiconductors and computing technologies	20%	20%
Quantum and encryption	11%	12%
Satellites and space technologies	7%	9%

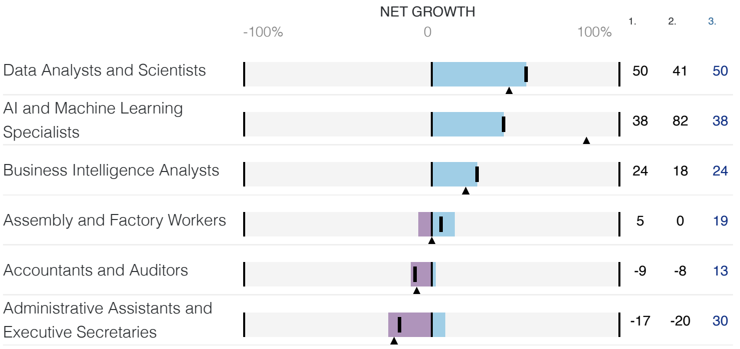
Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth ▭ Job Growth ▭ Job displacement ▮ Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn



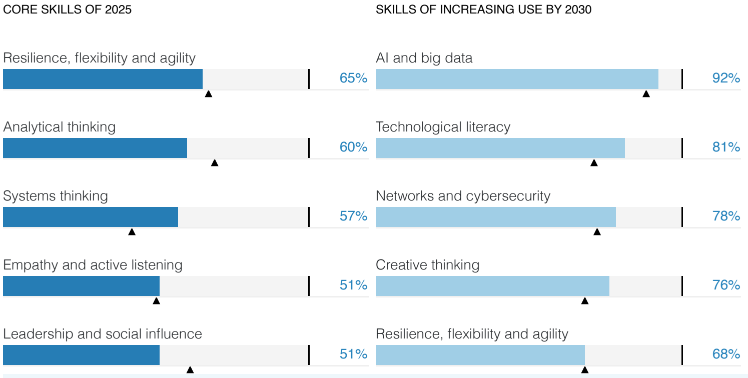
	1.	2.	3.
Data Analysts and Scientists	50	41	50
AI and Machine Learning Specialists	38	82	38
Business Intelligence Analysts	24	18	24
Assembly and Factory Workers	5	0	19
Accountants and Auditors	-9	-8	13
Administrative Assistants and Executive Secretaries	-17	-20	30

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

▭ Industry ▲ Global



CORE SKILLS OF 2025	
Resilience, flexibility and agility	65%
Analytical thinking	60%
Systems thinking	57%
Empathy and active listening	51%
Leadership and social influence	51%

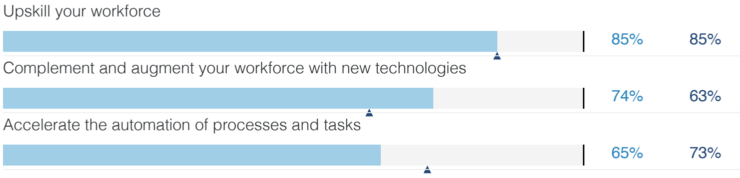
SKILLS OF INCREASING USE BY 2030	
AI and big data	92%
Technological literacy	81%
Networks and cybersecurity	78%
Creative thinking	76%
Resilience, flexibility and agility	68%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

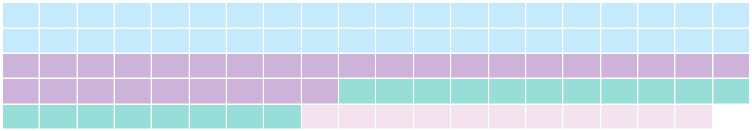
▭ Industry ▲ Global



	INDUSTRY	GLOBAL
Upskill your workforce	85%	85%
Complement and augment your workforce with new technologies	74%	63%
Accelerate the automation of processes and tasks	65%	73%

Upskilling and reskilling outlook

40	Global 41	Would not need training by 2030
29	Global 29	Would be upskilled in their current role
19	Global 19	Would be upskilled and redeployed
11	Global 11	Would be unlikely to upskill

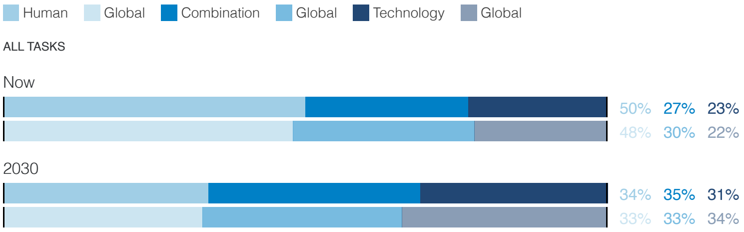


Medical and Healthcare services

Human-machine frontier

Human-machine frontier

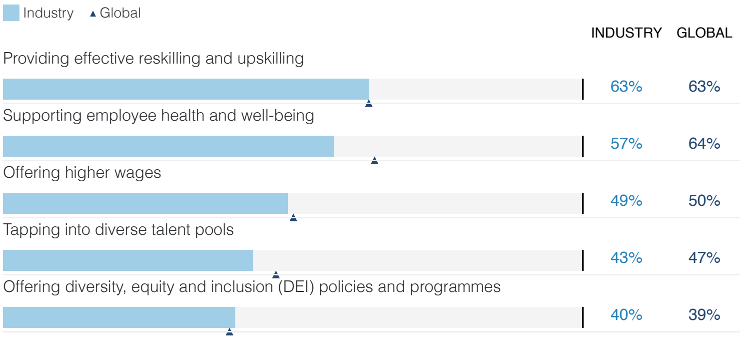
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

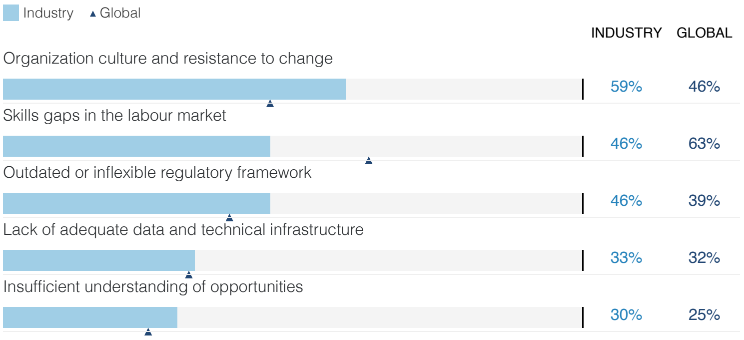
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

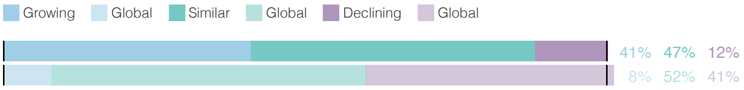
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

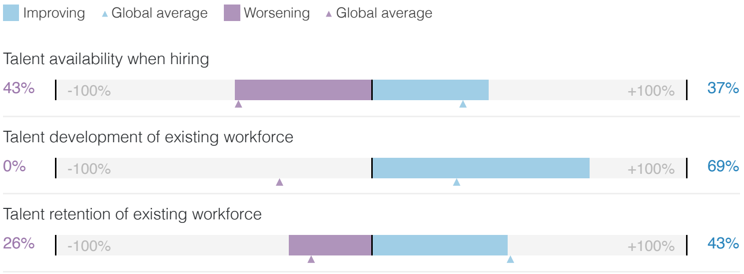
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

51 | Global 51

Run comprehensive DEI training for managers and staff

40 | Global 48

Targeted recruitment, retention and progression initiatives

34 | Global 39

Pay equity reviews and salary audits

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

88 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

59 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

56 | Global 62

Hiring new people with skills to better work alongside AI

Mining and metals

14% | Global 22%

Labour-market churn
Five-year structural labour-force churn

35% | Global 39%

Skill disruption
Shares of core skills which will change

89% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

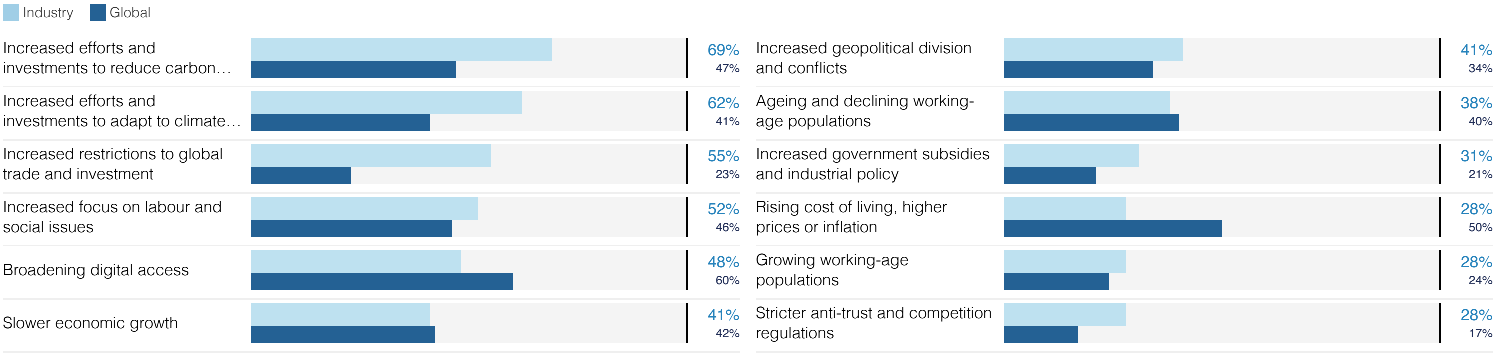
79% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

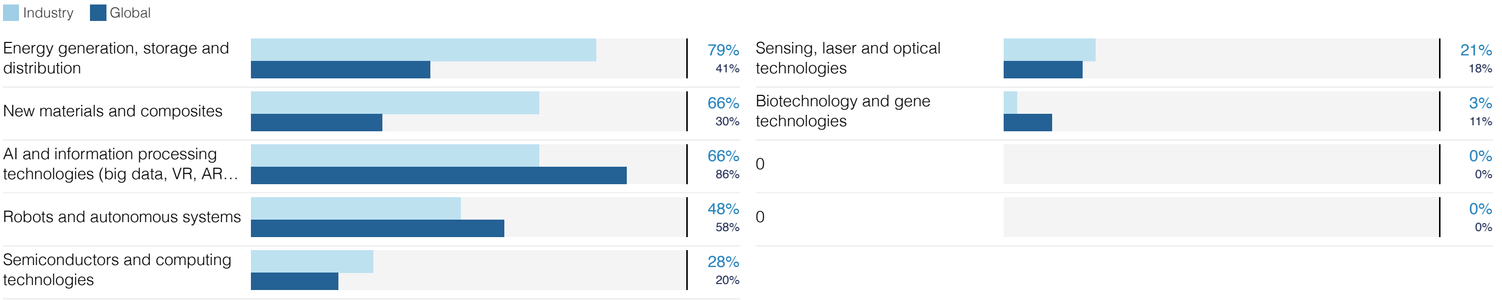


Increased efforts and investments to reduce carbon…	69%	47%
Increased efforts and investments to adapt to climate…	62%	41%
Increased restrictions to global trade and investment	55%	23%
Increased focus on labour and social issues	52%	46%
Broadening digital access	48%	60%
Slower economic growth	41%	42%
Increased geopolitical division and conflicts	41%	34%
Ageing and declining working-age populations	38%	40%
Increased government subsidies and industrial policy	31%	21%
Rising cost of living, higher prices or inflation	28%	50%
Growing working-age populations	28%	24%
Stricter anti-trust and competition regulations	28%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

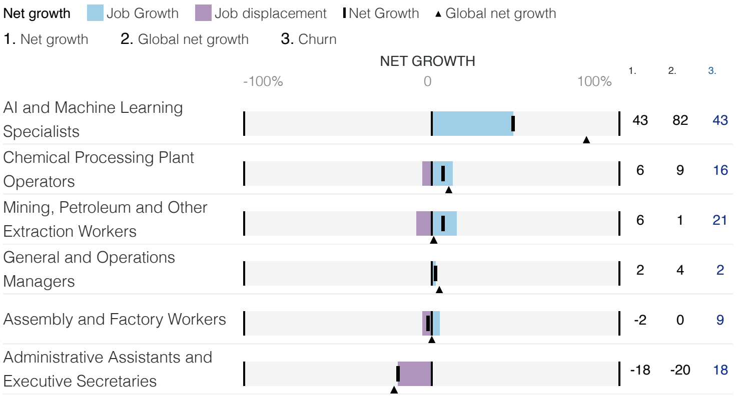


Energy generation, storage and distribution	79%	41%
New materials and composites	66%	30%
AI and information processing technologies (big data, VR, AR…	66%	86%
Robots and autonomous systems	48%	58%
Semiconductors and computing technologies	28%	20%
Sensing, laser and optical technologies	21%	18%
Biotechnology and gene technologies	3%	11%
0	0%	0%
0	0%	0%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



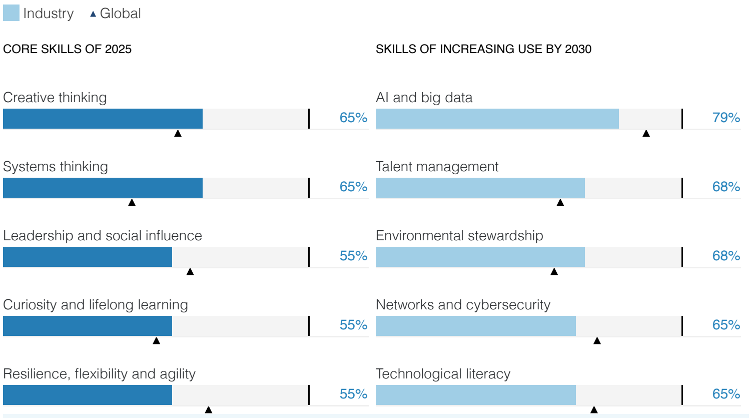
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
AI and Machine Learning Specialists	43	82	43
Chemical Processing Plant Operators	6	9	16
Mining, Petroleum and Other Extraction Workers	6	1	21
General and Operations Managers	2	4	2
Assembly and Factory Workers	-2	0	9
Administrative Assistants and Executive Secretaries	-18	-20	18

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

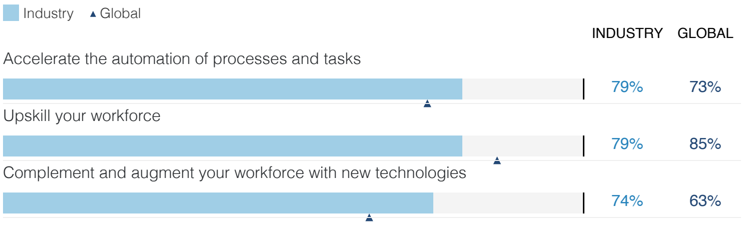


CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Creative thinking	65%	AI and big data	79%
Systems thinking	65%	Talent management	68%
Leadership and social influence	55%	Environmental stewardship	68%
Curiosity and lifelong learning	55%	Networks and cybersecurity	65%
Resilience, flexibility and agility	55%	Technological literacy	65%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



	INDUSTRY	GLOBAL
Accelerate the automation of processes and tasks	79%	73%
Upskill your workforce	79%	85%
Complement and augment your workforce with new technologies	74%	63%

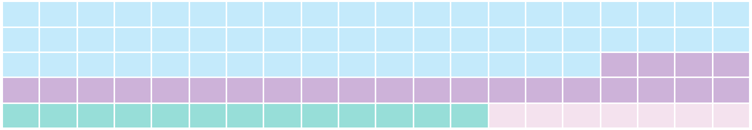
Upskilling and reskilling outlook

56 | Global 41
Would not need training by 2030

24 | Global 29
Would be upskilled in their current role

13 | Global 19
Would be upskilled and redeployed

7 | Global 11
Would be unlikely to upskill

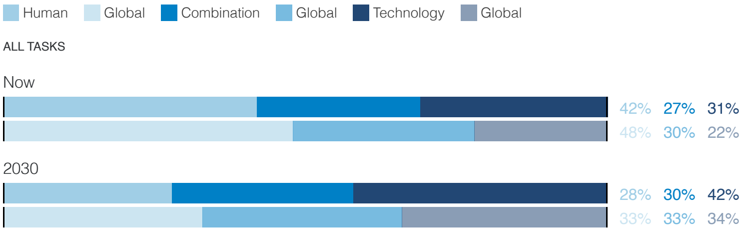


Mining and metals

Human-machine frontier

Human-machine frontier

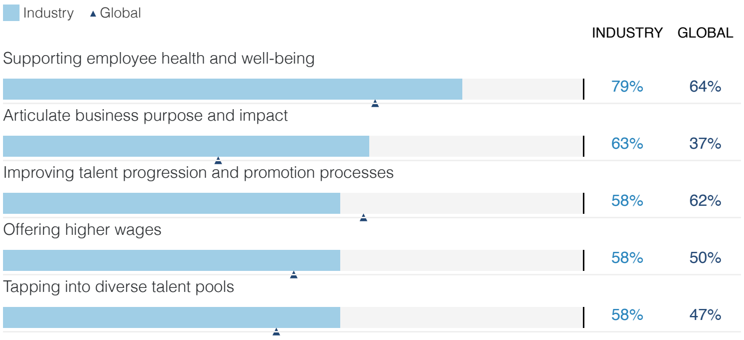
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

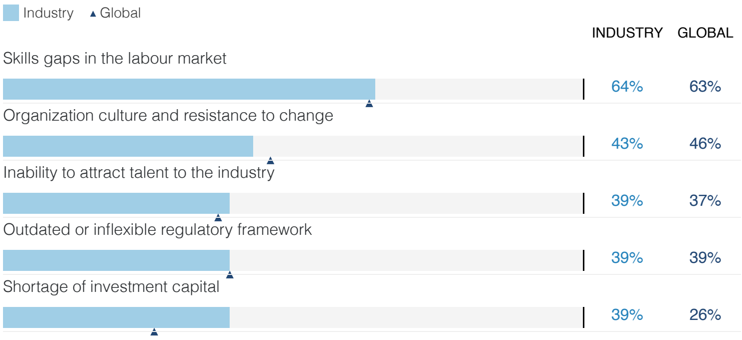
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

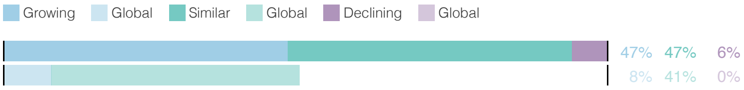
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

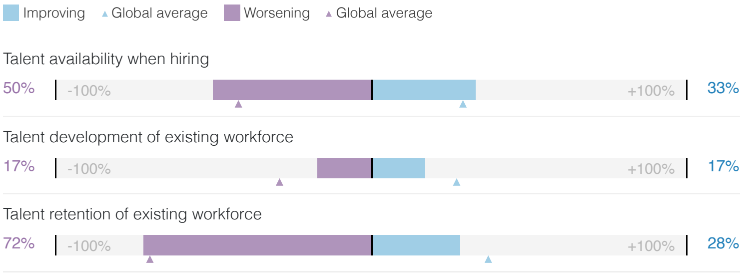
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

67 | Global 51

Run comprehensive DEI training for managers and staff

56 | Global 39

Pay equity reviews and salary audits

56 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

74 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

74 | Global 47

Transitioning people from jobs that AI will cause to decline, to other roles within your organization

63 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

Oil and Gas

22% | Global 22%

Labour-market churn

Five-year structural labour-force churn

28% | Global 39%

Skill disruption

Shares of core skills which will change

75% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

82% | Global 88%

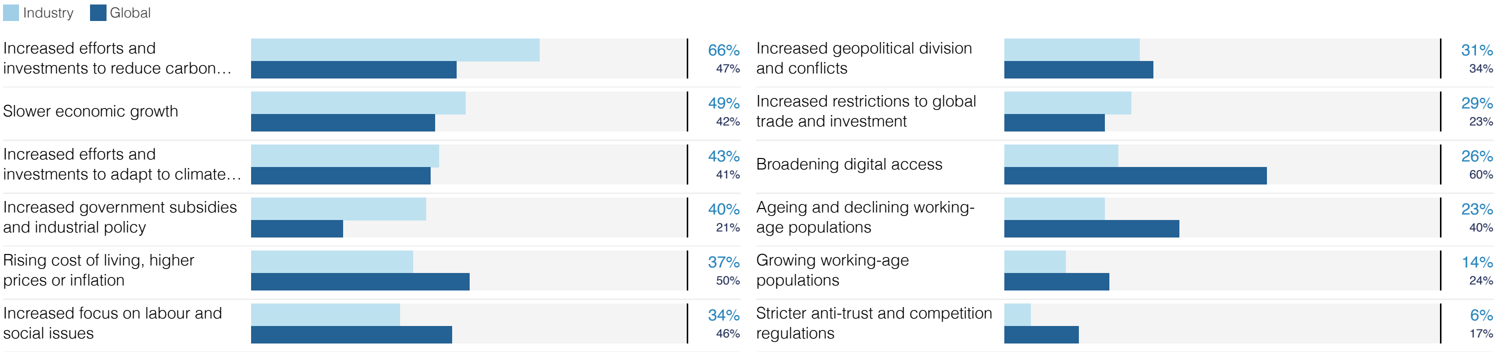
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

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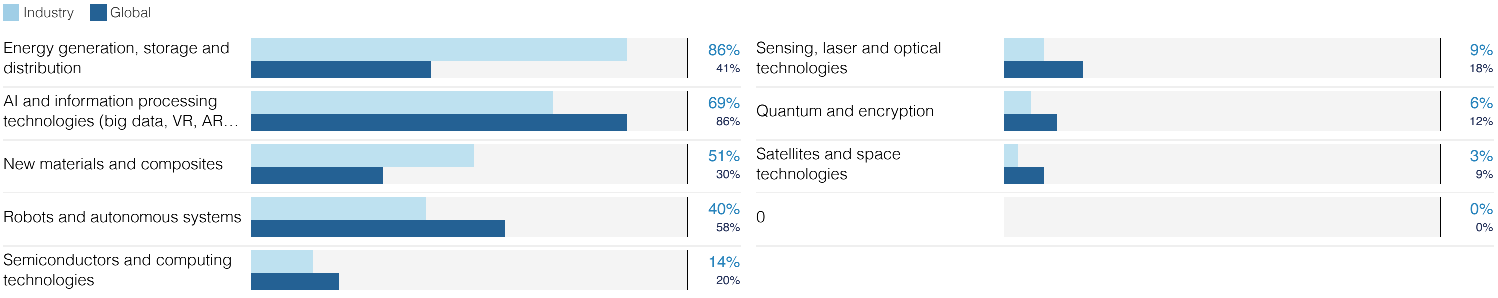
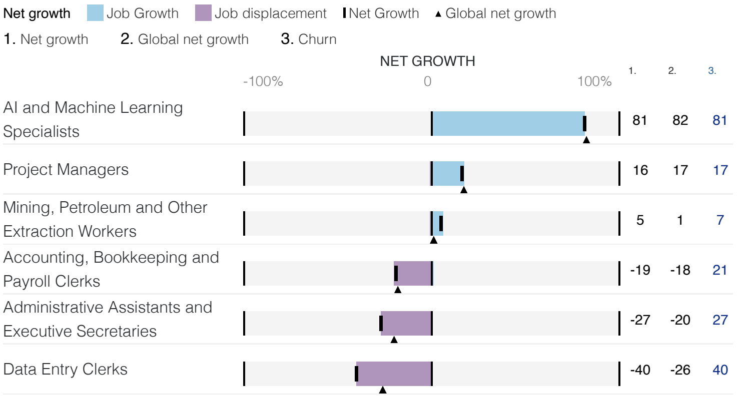


Jobs outlook

Key roles for business transformation

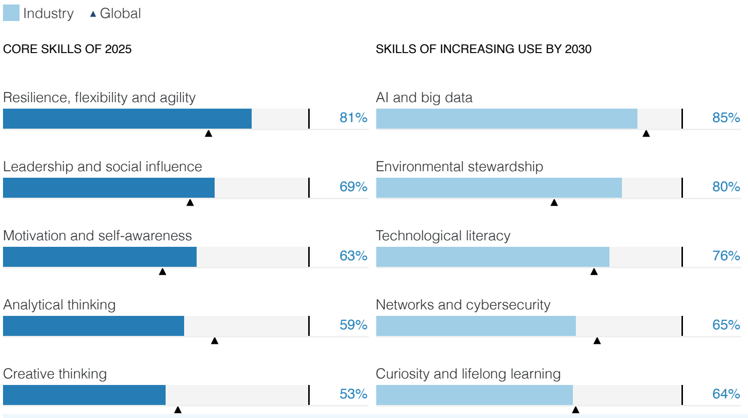
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

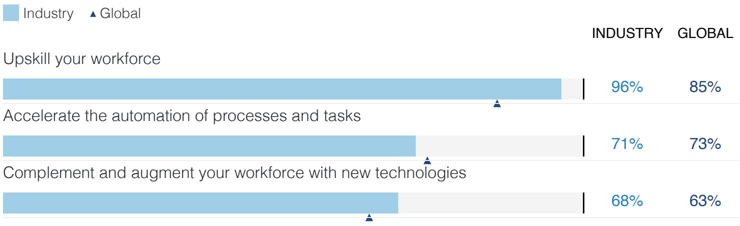
Skills of the most increase in use by 2030



Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



Upskilling and reskilling outlook

44 | Global 41

Would not need training by 2030

27 | Global 29

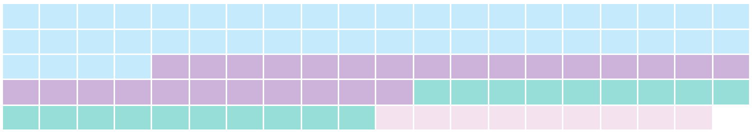
Would be upskilled in their current role

19 | Global 19

Would be upskilled and redeployed

9 | Global 11

Would be unlikely to upskill

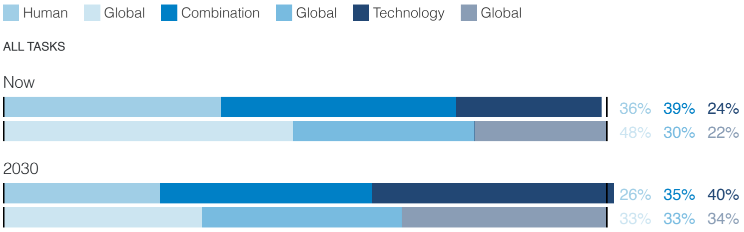


Oil and Gas

Human-machine frontier

Human-machine frontier

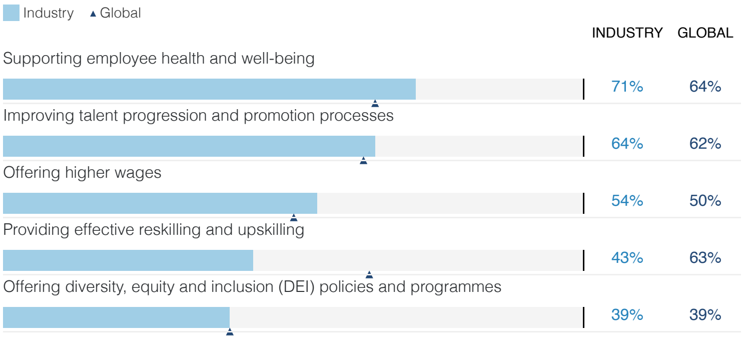
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

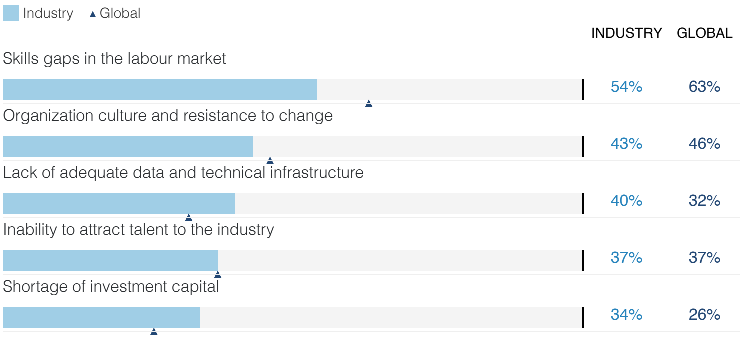
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

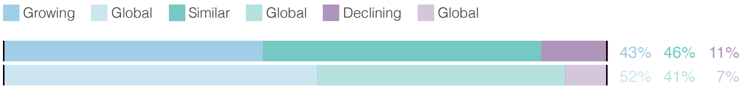
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

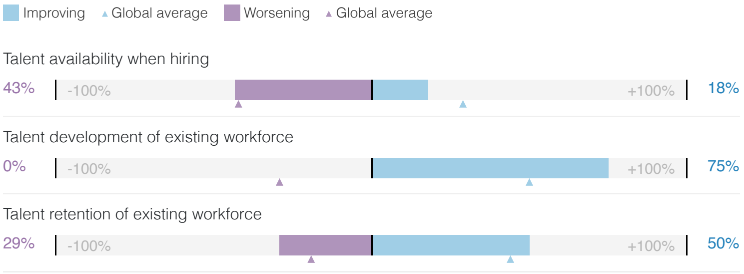
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

50 | Global 48	**43** | Global 27	**39** | Global 51
Targeted recruitment, retention and progression initiatives	Embed DEI goals and solutions across the supply chain	Run comprehensive DEI training for managers and staff

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

64 | Global 77	**61** | Global 69	**54** | Global 62
Reskilling and upskilling your existing workforce to better work alongside AI	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills to better work alongside AI

Production of Consumer goods

18% | Global 22%

Labour-market churn
Five-year structural labour-force churn

40% | Global 39%

Skill disruption
Shares of core skills which will change

82% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

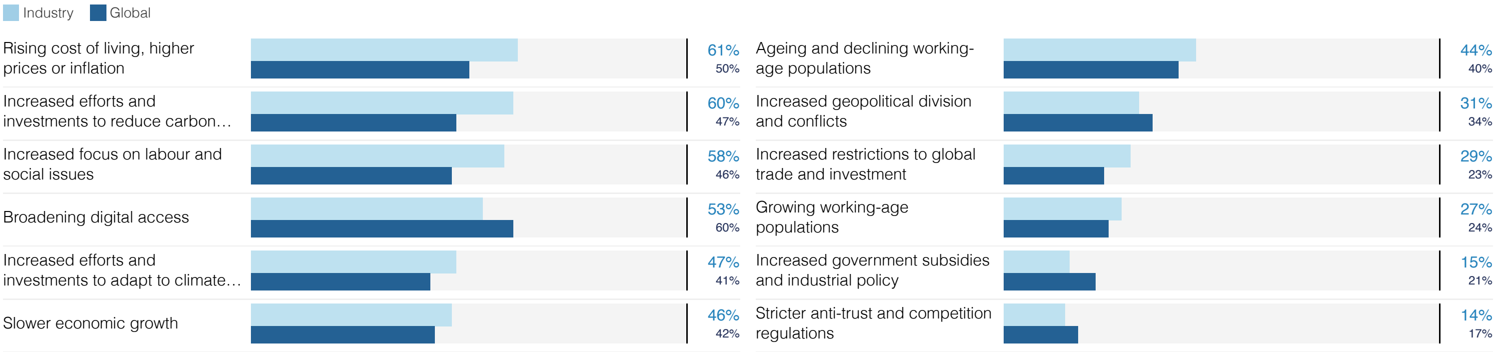
90% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

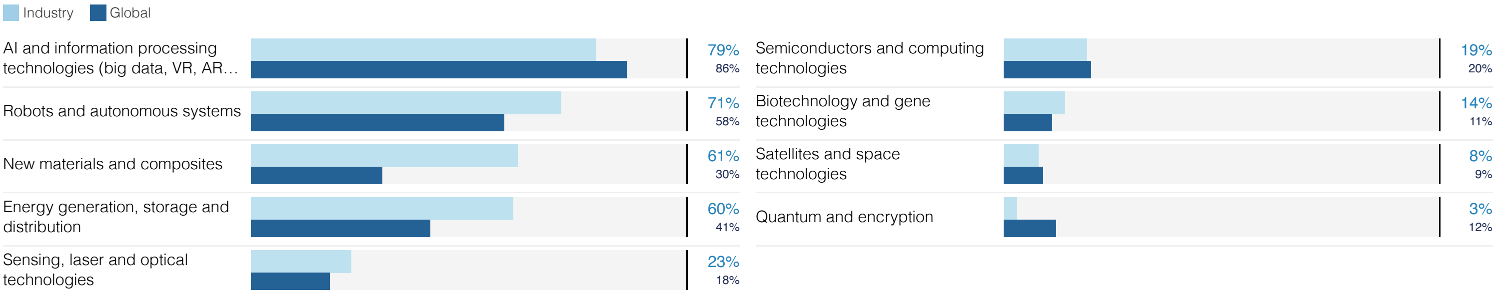
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

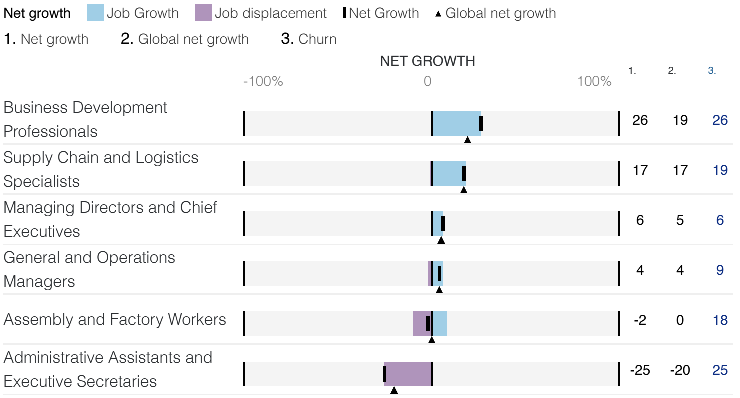
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

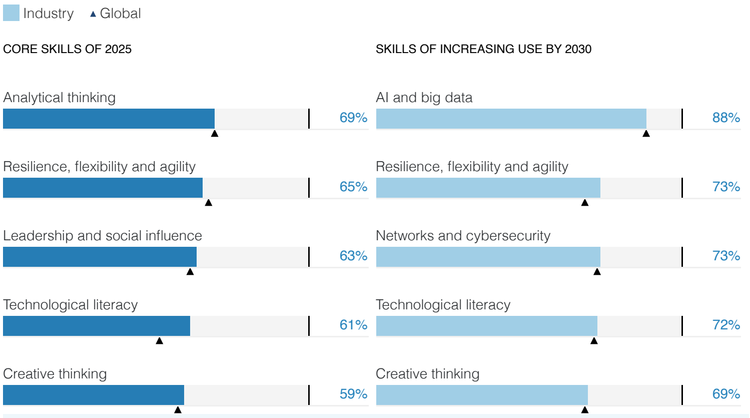
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

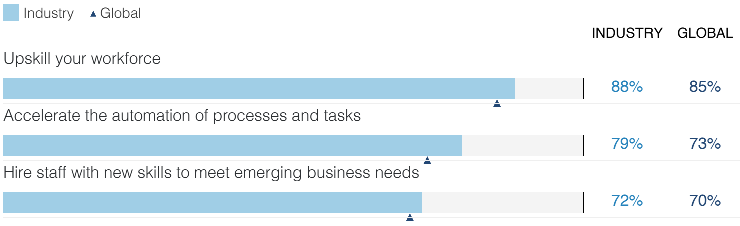
Skills of the most increase in use by 2030



Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



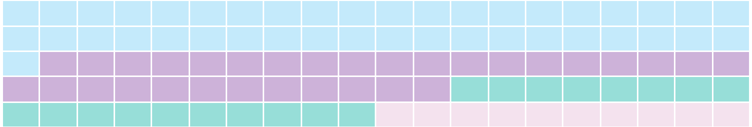
Upskilling and reskilling outlook

41 | Global 41
Would not need training by 2030

31 | Global 29
Would be upskilled in their current role

18 | Global 19
Would be upskilled and redeployed

10 | Global 11
Would be unlikely to upskill

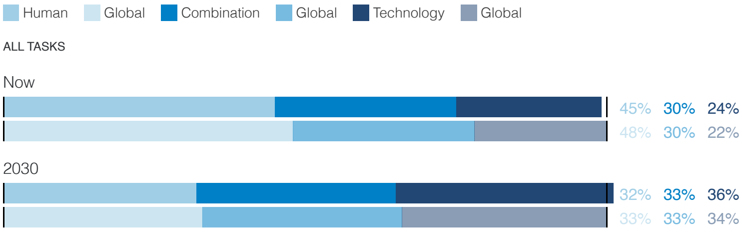


Production of Consumer goods

Human-machine frontier

Human-machine frontier

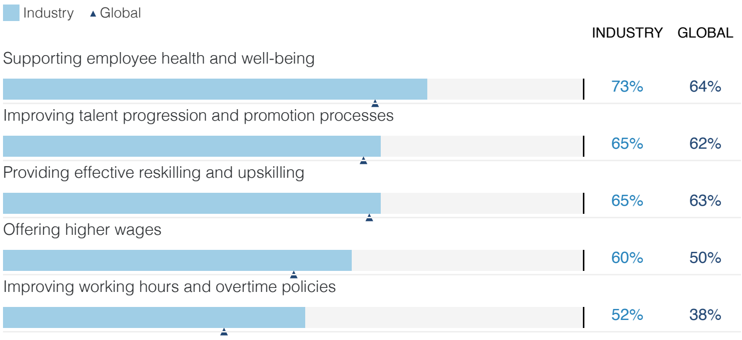
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

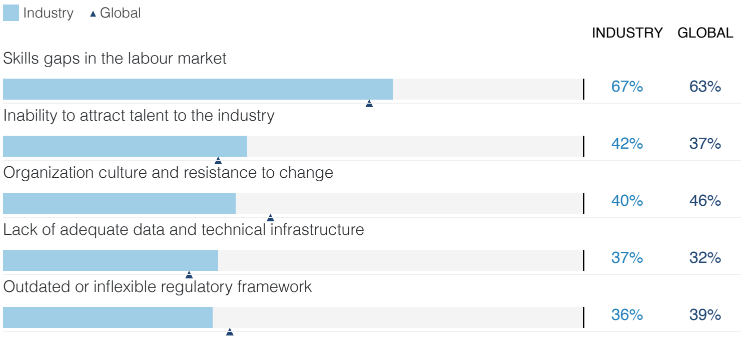
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

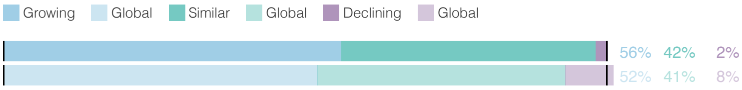
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

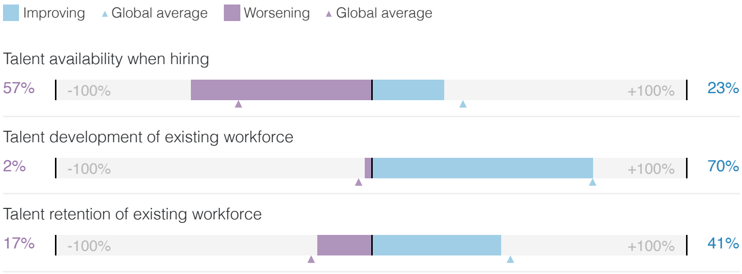
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

1

53 | Global 51

Run comprehensive DEI training for managers and staff

46 | Global 48

Targeted recruitment, retention and progression initiatives

42 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

75 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

70 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

55 | Global 62

Hiring new people with skills to better work alongside AI

Professional services

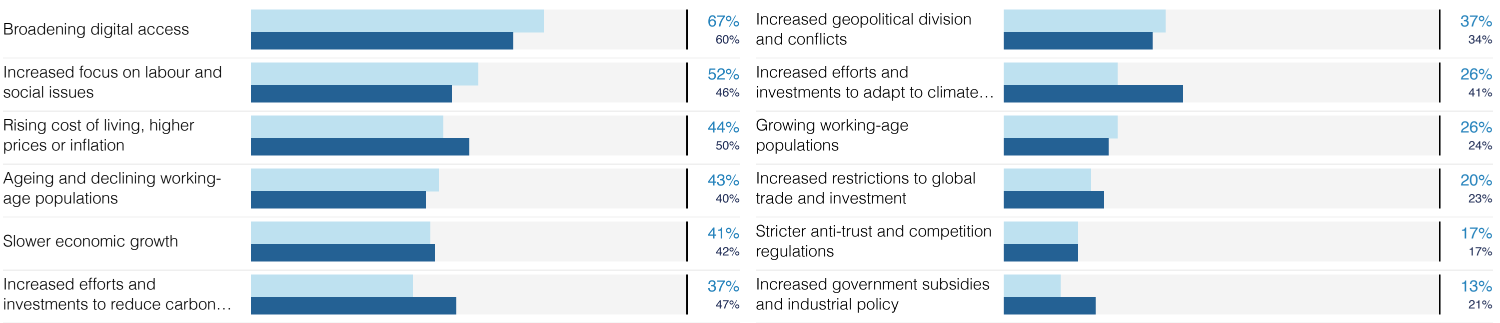
19% | Global 22%	41% | Global 39%	90% | Global 83%	95% | Global 88%
Labour-market churn	**Skill disruption**	**Organizations with DEI priorities**	**AI exposure**
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

🟦 Industry 🟦 Global



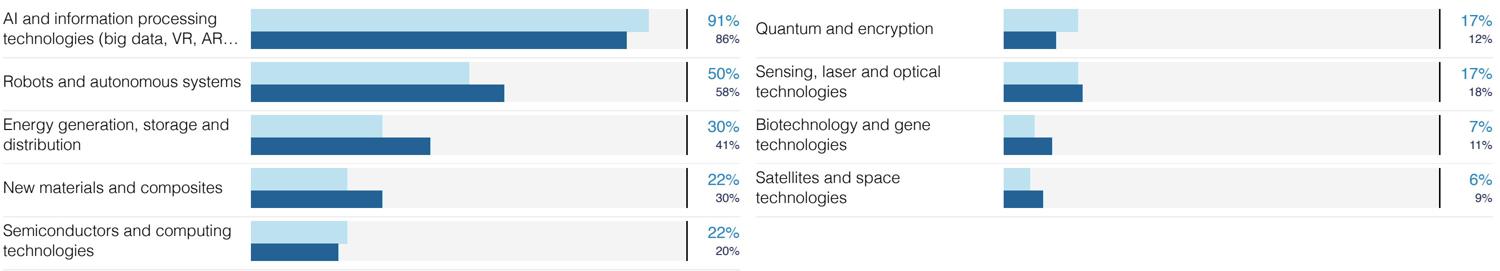
Broadening digital access	67%	60%
Increased focus on labour and social issues	52%	46%
Rising cost of living, higher prices or inflation	44%	50%
Ageing and declining working-age populations	43%	40%
Slower economic growth	41%	42%
Increased efforts and investments to reduce carbon…	37%	47%
Increased geopolitical division and conflicts	37%	34%
Increased efforts and investments to adapt to climate…	26%	41%
Growing working-age populations	26%	24%
Increased restrictions to global trade and investment	20%	23%
Stricter anti-trust and competition regulations	17%	17%
Increased government subsidies and industrial policy	13%	21%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

🟦 Industry 🟦 Global



AI and information processing technologies (big data, VR, AR…	91%	86%
Robots and autonomous systems	50%	58%
Energy generation, storage and distribution	30%	41%
New materials and composites	22%	30%
Semiconductors and computing technologies	22%	20%
Quantum and encryption	17%	12%
Sensing, laser and optical technologies	17%	18%
Biotechnology and gene technologies	7%	11%
Satellites and space technologies	6%	9%

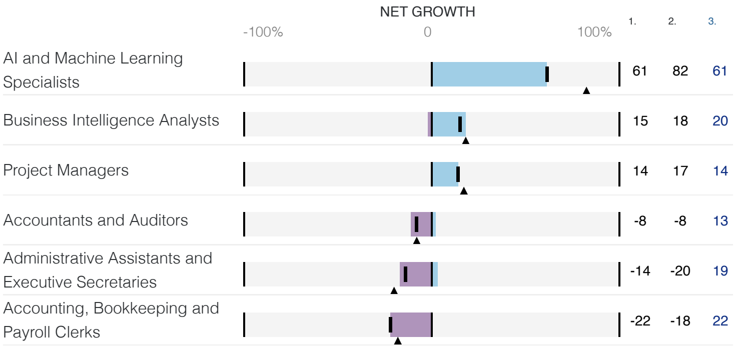
Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

Net growth 🟦 Job Growth 🟪 Job displacement ▌Net Growth ▲ Global net growth

1. Net growth 2. Global net growth 3. Churn



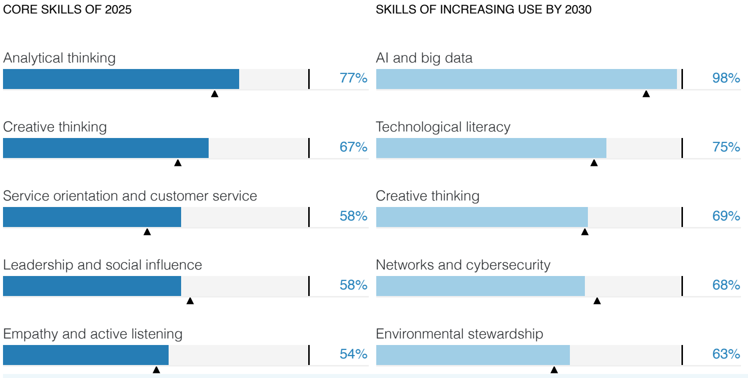
	1.	2.	3.
AI and Machine Learning Specialists	61	82	61
Business Intelligence Analysts	15	18	20
Project Managers	14	17	14
Accountants and Auditors	-8	-8	13
Administrative Assistants and Executive Secretaries	-14	-20	19
Accounting, Bookkeeping and Payroll Clerks	-22	-18	22

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

🟦 Industry ▲ Global



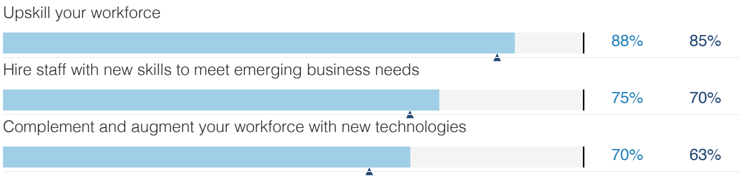
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	77%	AI and big data	98%
Creative thinking	67%	Technological literacy	75%
Service orientation and customer service	58%	Creative thinking	69%
Leadership and social influence	58%	Networks and cybersecurity	68%
Empathy and active listening	54%	Environmental stewardship	63%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

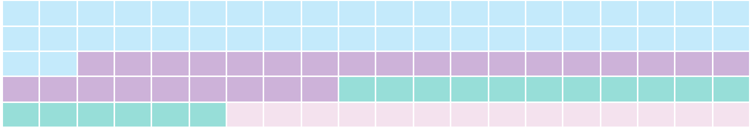
🟦 Industry ▲ Global



	INDUSTRY	GLOBAL
Upskill your workforce	88%	85%
Hire staff with new skills to meet emerging business needs	75%	70%
Complement and augment your workforce with new technologies	70%	63%

Upskilling and reskilling outlook

42 | Global 41	27 | Global 29	17 | Global 19	14 | Global 11
Would not need training by 2030	Would be upskilled in their current role	Would be upskilled and redeployed	Would be unlikely to upskill

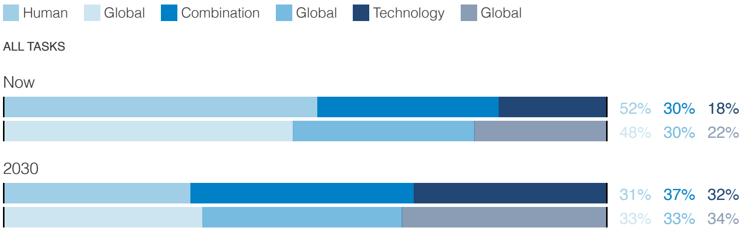


Professional services

Human-machine frontier

Human-machine frontier

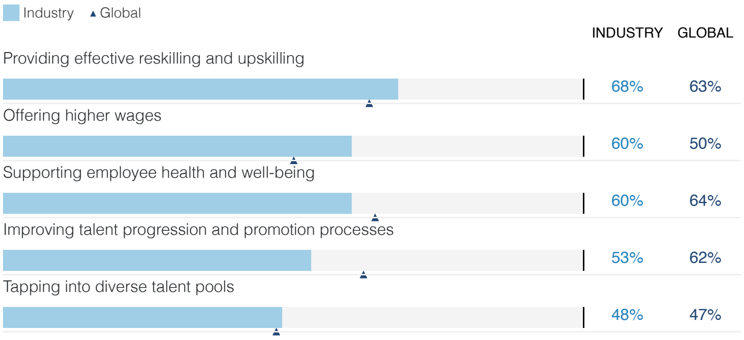
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

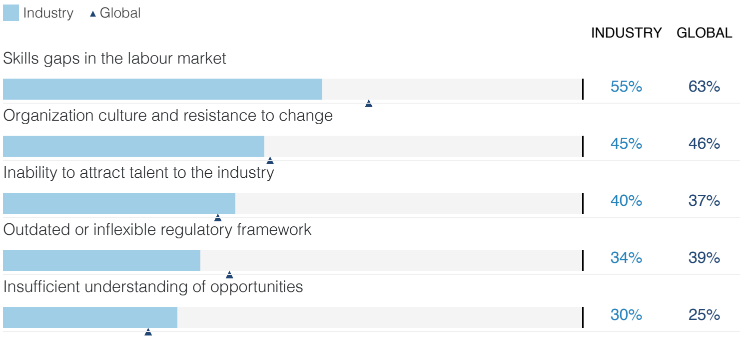
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

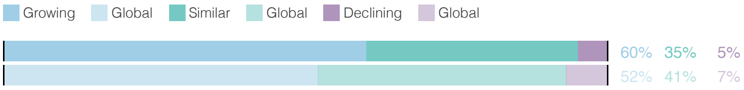
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

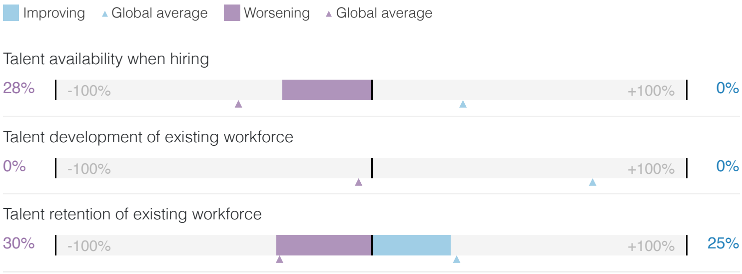
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

60 | Global 51	53 | Global 42	53 | Global 48
Run comprehensive DEI training for managers and staff	Set DEI goals, targets or quotas	Targeted recruitment, retention and progression initiatives

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

83 | Global 77	78 | Global 69	63 | Global 62
Reskilling and upskilling your existing workforce to better work alongside AI	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills to better work alongside AI

Industry Profile

Real Estate

23% | Global 22%

Labour-market churn
Five-year structural labour-force churn

40% | Global 39%

Skill disruption
Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities
Share of organizations with DEI priorities

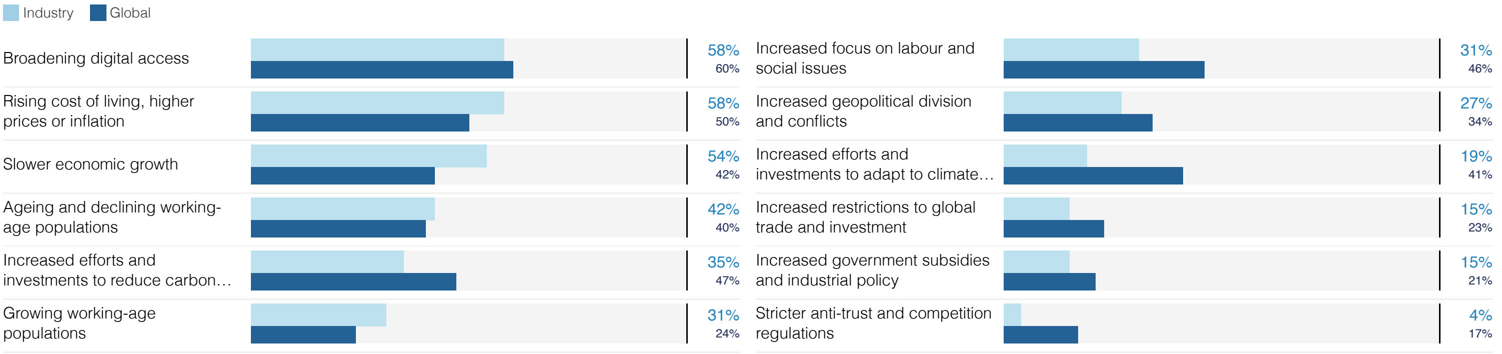
90% | Global 88%

AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

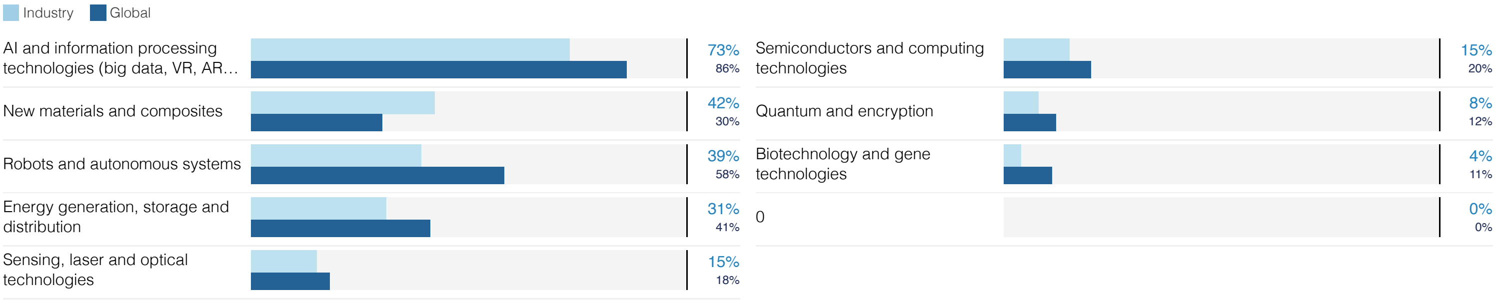


Broadening digital access	58%	60%
Rising cost of living, higher prices or inflation	58%	50%
Slower economic growth	54%	42%
Ageing and declining working-age populations	42%	40%
Increased efforts and investments to reduce carbon…	35%	47%
Growing working-age populations	31%	24%
Increased focus on labour and social issues	31%	46%
Increased geopolitical division and conflicts	27%	34%
Increased efforts and investments to adapt to climate…	19%	41%
Increased restrictions to global trade and investment	15%	23%
Increased government subsidies and industrial policy	15%	21%
Stricter anti-trust and competition regulations	4%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

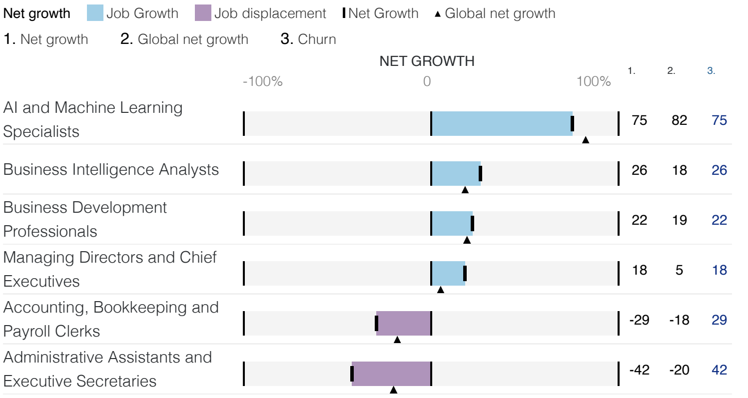


AI and information processing technologies (big data, VR, AR…	73%	86%
New materials and composites	42%	30%
Robots and autonomous systems	39%	58%
Energy generation, storage and distribution	31%	41%
Sensing, laser and optical technologies	15%	18%
Semiconductors and computing technologies	15%	20%
Quantum and encryption	8%	12%
Biotechnology and gene technologies	4%	11%
0	0%	0%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

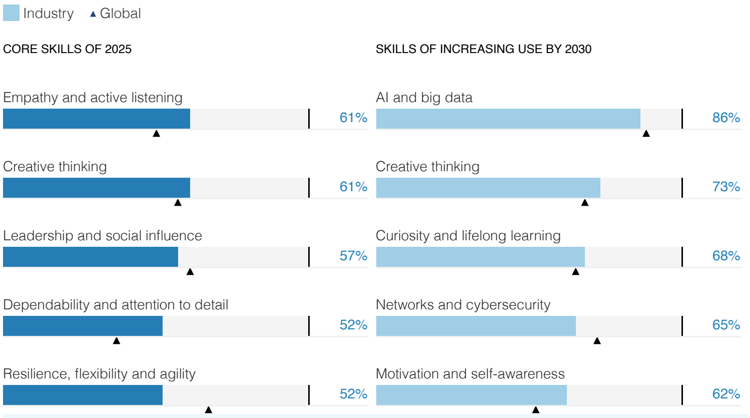


	1.	2.	3.
AI and Machine Learning Specialists	75	82	75
Business Intelligence Analysts	26	18	26
Business Development Professionals	22	19	22
Managing Directors and Chief Executives	18	5	18
Accounting, Bookkeeping and Payroll Clerks	-29	-18	29
Administrative Assistants and Executive Secretaries	-42	-20	42

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



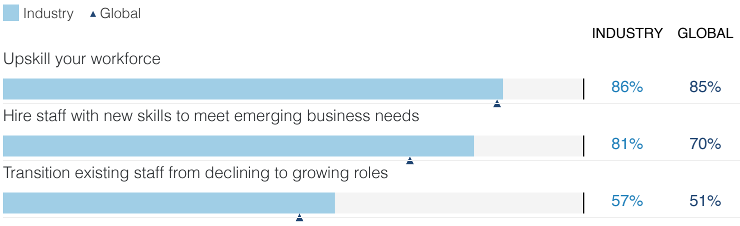
CORE SKILLS OF 2025	
Empathy and active listening	61%
Creative thinking	61%
Leadership and social influence	57%
Dependability and attention to detail	52%
Resilience, flexibility and agility	52%

SKILLS OF INCREASING USE BY 2030	
AI and big data	86%
Creative thinking	73%
Curiosity and lifelong learning	68%
Networks and cybersecurity	65%
Motivation and self-awareness	62%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



	INDUSTRY	GLOBAL
Upskill your workforce	86%	85%
Hire staff with new skills to meet emerging business needs	81%	70%
Transition existing staff from declining to growing roles	57%	51%

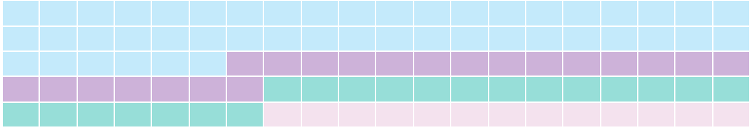
Upskilling and reskilling outlook

46 | Global 41
Would not need training by 2030

21 | Global 29
Would be upskilled in their current role

20 | Global 19
Would be upskilled and redeployed

13 | Global 11
Would be unlikely to upskill

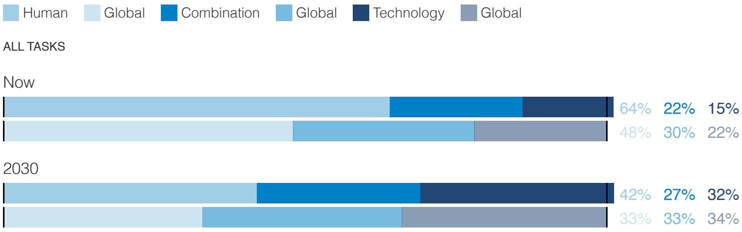


Real Estate

Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

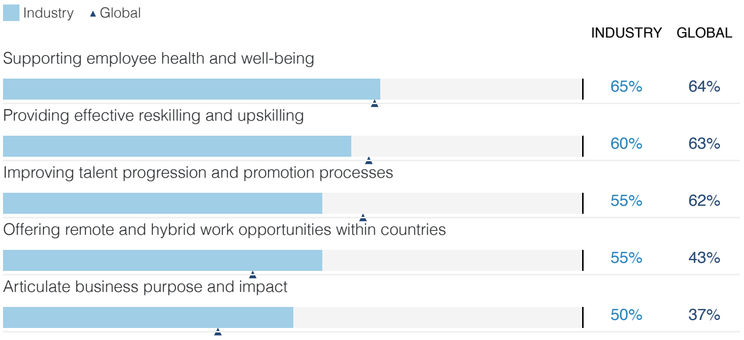


	Human	Combination	Technology
Now	64%	22%	15%
	48%	30%	22%
2030	42%	27%	32%
	33%	33%	34%

Business Practice

Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)

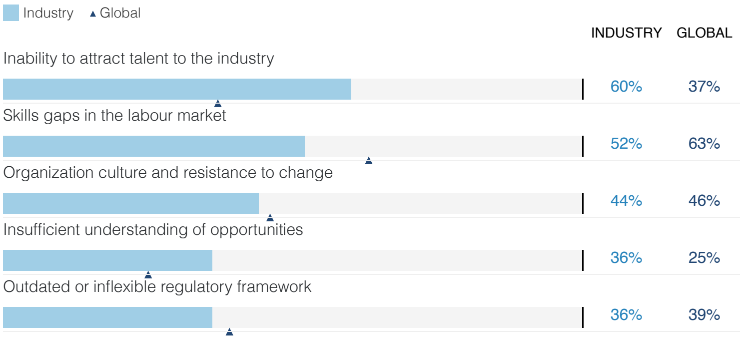


	INDUSTRY	GLOBAL
Supporting employee health and well-being	65%	64%
Providing effective reskilling and upskilling	60%	63%
Improving talent progression and promotion processes	55%	62%
Offering remote and hybrid work opportunities within countries	55%	43%
Articulate business purpose and impact	50%	37%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation

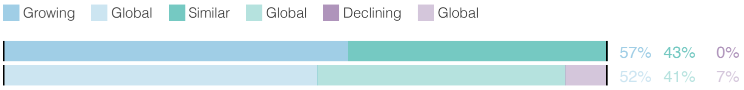


	INDUSTRY	GLOBAL
Inability to attract talent to the industry	60%	37%
Skills gaps in the labour market	52%	63%
Organization culture and resistance to change	44%	46%
Insufficient understanding of opportunities	36%	25%
Outdated or inflexible regulatory framework	36%	39%

Wage outlook

Wage trends

Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

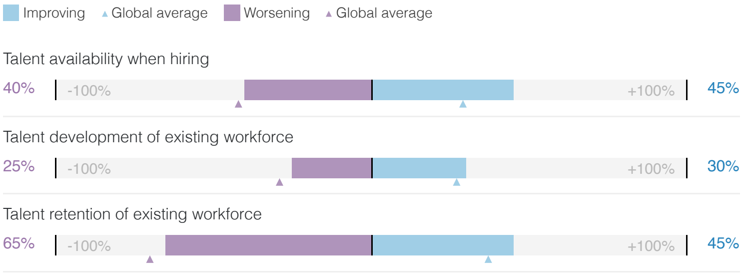


	Growing	Similar	Declining
	57%	43%	0%
	52%	41%	7%

Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



	Worsening	Improving
Talent availability when hiring	40%	45%
Talent development of existing workforce	25%	30%
Talent retention of existing workforce	65%	45%

DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

45 | Global 51

Run comprehensive DEI training for managers and staff

45 | Global 42

Set DEI goals, targets or quotas

40 | Global 33

Anti-harrasment protocols

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

74 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

58 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

53 | Global 62

Hiring new people with skills to better work alongside AI

Retail and wholesale of consumer goods

28% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

78% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

87% | Global 88%

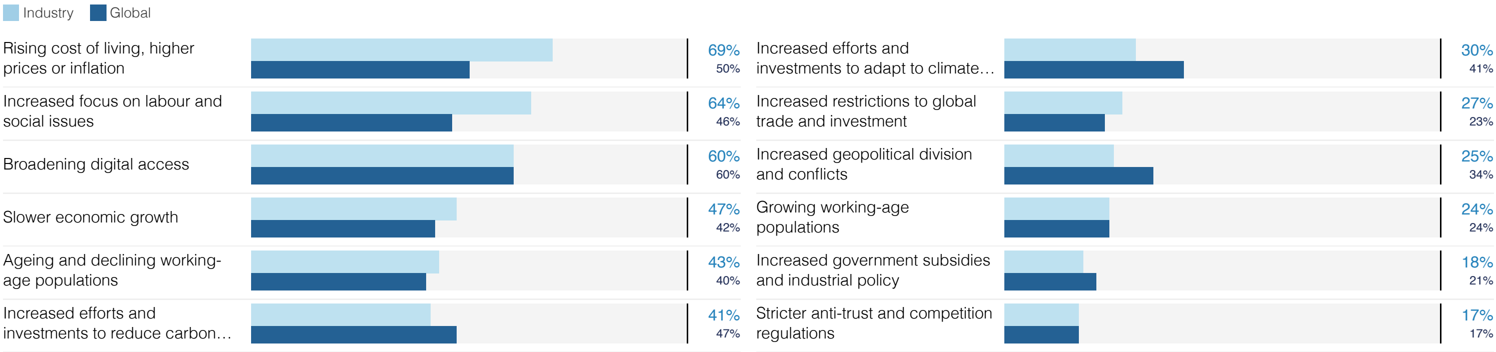
AI exposure

Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

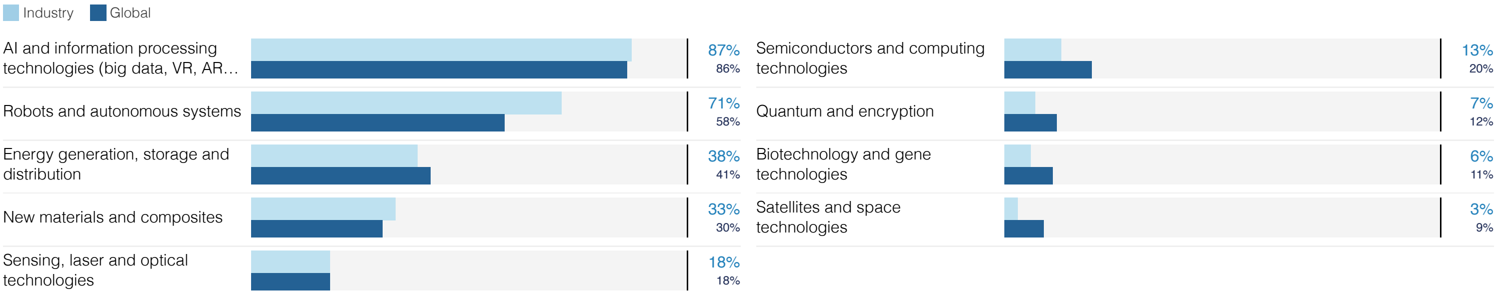
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization



Technology trends

Technology trends driving business transformation

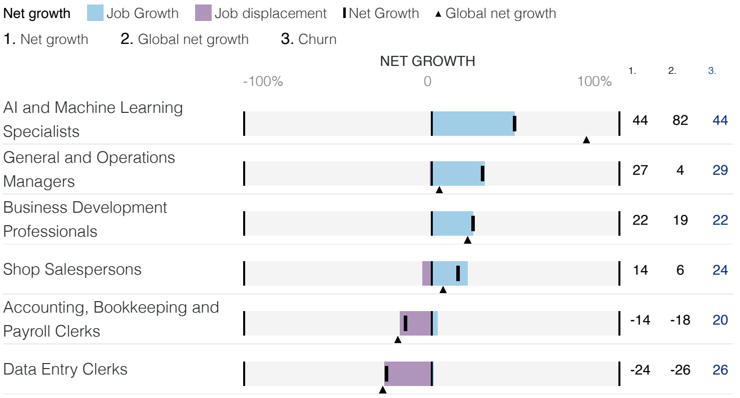
Share of organizations surveyed that identify the technology trend as likely to drive business transformation



Jobs outlook

Key roles for business transformation

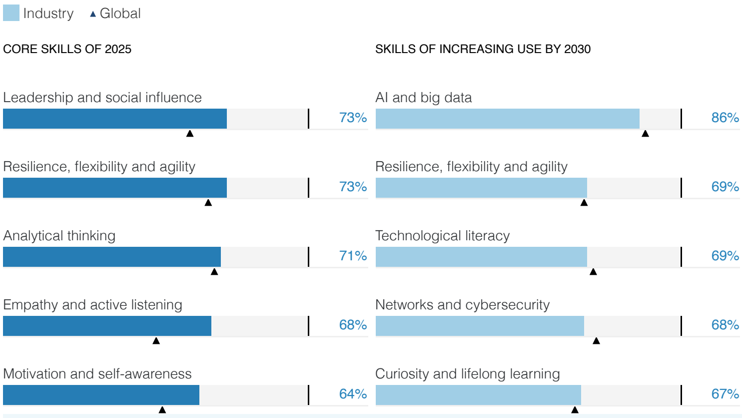
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



Skill outlook

Skills of increasing use by 2030

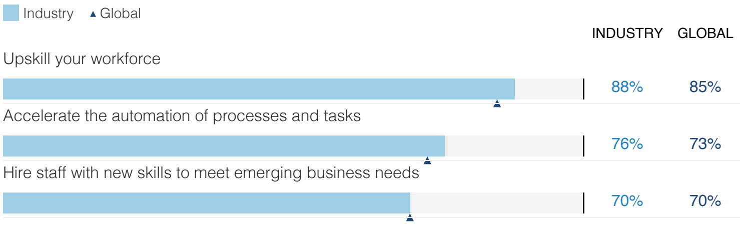
Skills of the most increase in use by 2030



Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



Upskilling and reskilling outlook

42 | Global 41

Would not need training by 2030

29 | Global 29

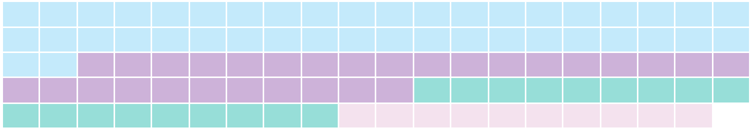
Would be upskilled in their current role

18 | Global 19

Would be upskilled and redeployed

10 | Global 11

Would be unlikely to upskill

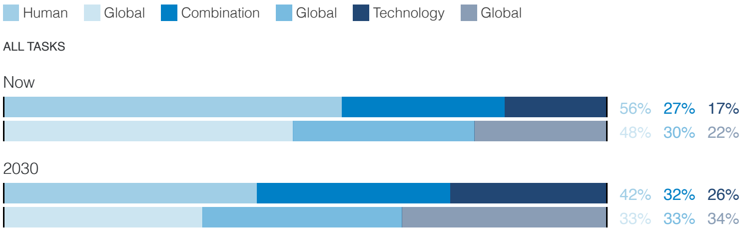


Retail and wholesale of consumer goods

Human-machine frontier

Human-machine frontier

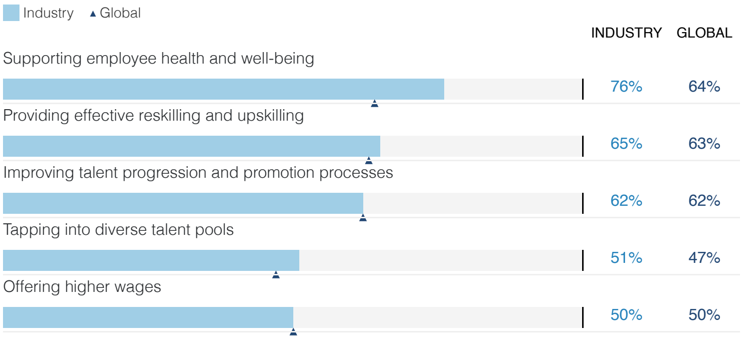
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Business Practice

Business practices to improve talent availability

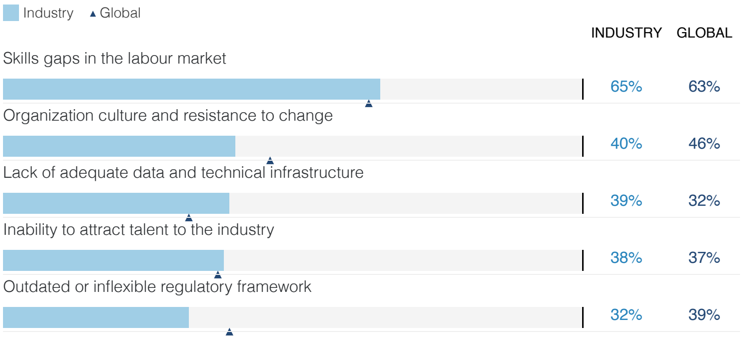
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

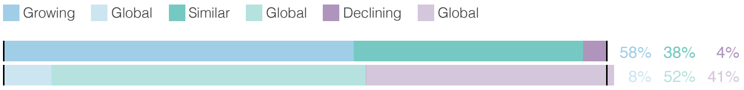
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

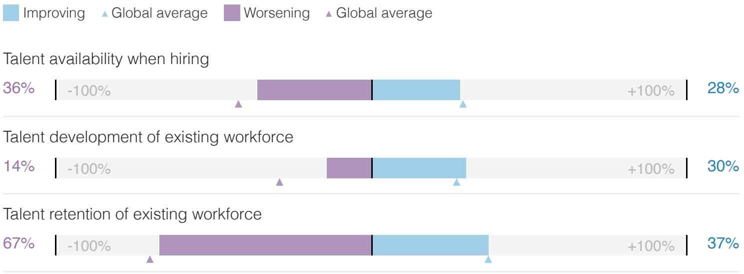
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

51 Global 51	**45** Global 48	**38** Global 42
Run comprehensive DEI training for managers and staff	Targeted recruitment, retention and progression initiatives	Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

70 Global 77	**68** Global 69	**63** Global 62
Reskilling and upskilling your existing workforce to better work alongside AI	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills to better work alongside AI

Supply-chain and transportation

35% | Global 22%
Labour-market churn
Five-year structural labour-force churn

37% | Global 39%
Skill disruption
Shares of core skills which will change

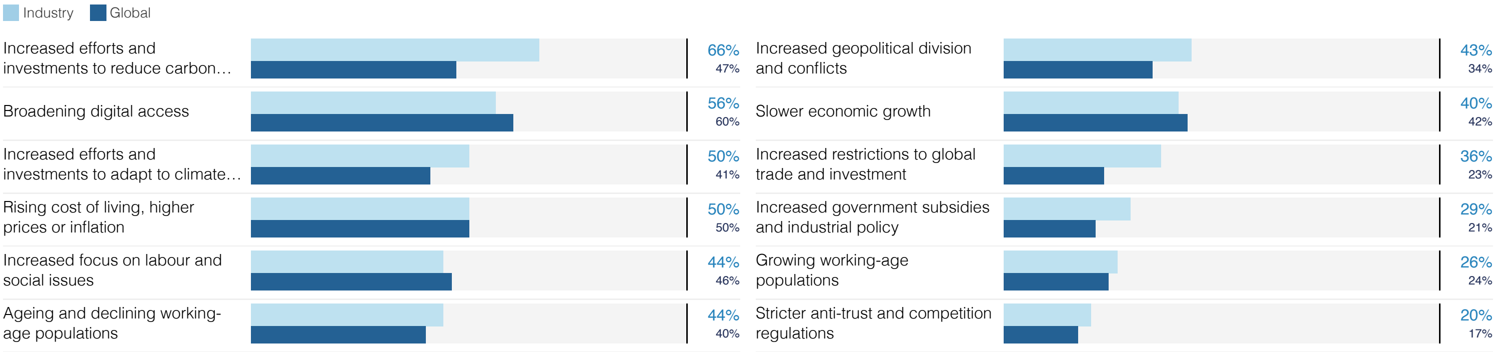
84% | Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities

88% | Global 88%
AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

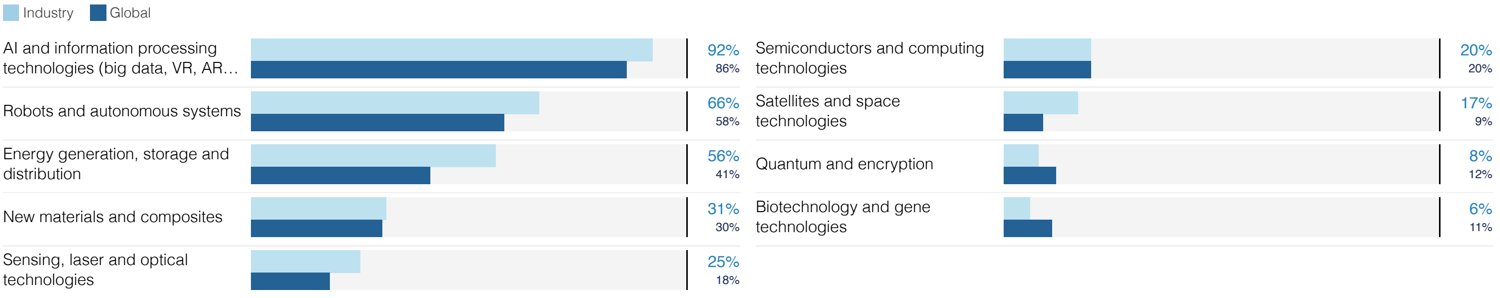


Increased efforts and investments to reduce carbon…	66%	47%
Broadening digital access	56%	60%
Increased efforts and investments to adapt to climate…	50%	41%
Rising cost of living, higher prices or inflation	50%	50%
Increased focus on labour and social issues	44%	46%
Ageing and declining working-age populations	44%	40%
Increased geopolitical division and conflicts	43%	34%
Slower economic growth	40%	42%
Increased restrictions to global trade and investment	36%	23%
Increased government subsidies and industrial policy	29%	21%
Growing working-age populations	26%	24%
Stricter anti-trust and competition regulations	20%	17%

Technology trends

Technology trends driving business transformation

Share of organizations surveyed that identify the technology trend as likely to drive business transformation

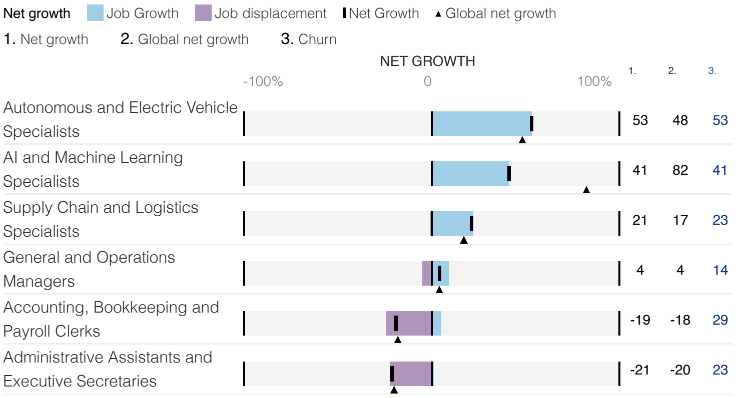


AI and information processing technologies (big data, VR, AR…	92%	86%
Robots and autonomous systems	66%	58%
Energy generation, storage and distribution	56%	41%
New materials and composites	31%	30%
Sensing, laser and optical technologies	25%	18%
Semiconductors and computing technologies	20%	20%
Satellites and space technologies	17%	9%
Quantum and encryption	8%	12%
Biotechnology and gene technologies	6%	11%

Jobs outlook

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)



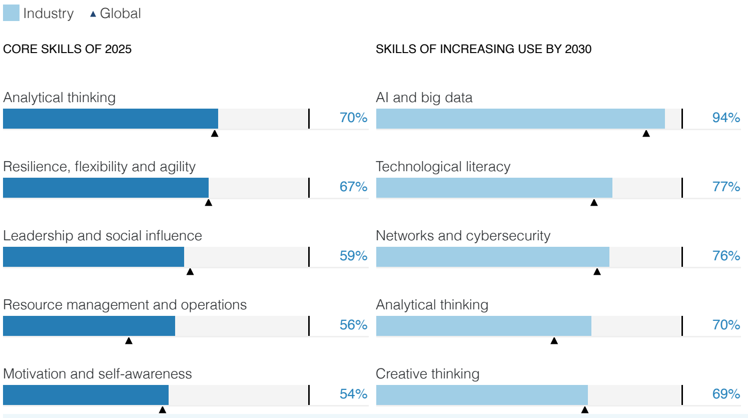
1. Net growth 2. Global net growth 3. Churn

	1.	2.	3.
Autonomous and Electric Vehicle Specialists	53	48	53
AI and Machine Learning Specialists	41	82	41
Supply Chain and Logistics Specialists	21	17	23
General and Operations Managers	4	4	14
Accounting, Bookkeeping and Payroll Clerks	-19	-18	29
Administrative Assistants and Executive Secretaries	-21	-20	23

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025

Analytical thinking	70%
Resilience, flexibility and agility	67%
Leadership and social influence	59%
Resource management and operations	56%
Motivation and self-awareness	54%

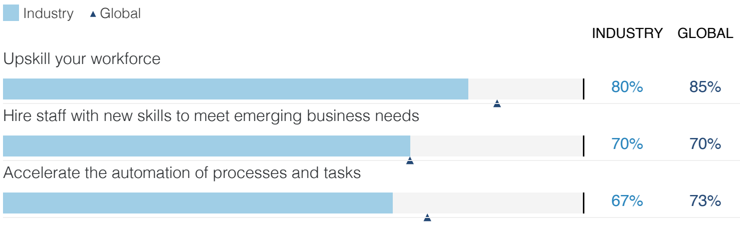
SKILLS OF INCREASING USE BY 2030

AI and big data	94%
Technological literacy	77%
Networks and cybersecurity	76%
Analytical thinking	70%
Creative thinking	69%

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



	INDUSTRY	GLOBAL
Upskill your workforce	80%	85%
Hire staff with new skills to meet emerging business needs	70%	70%
Accelerate the automation of processes and tasks	67%	73%

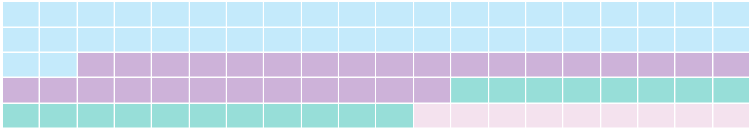
Upskilling and reskilling outlook

42 | Global 41
Would not need training by 2030

30 | Global 29
Would be upskilled in their current role

19 | Global 19
Would be upskilled and redeployed

9 | Global 11
Would be unlikely to upskill



Supply-chain and transportation

Human-machine frontier

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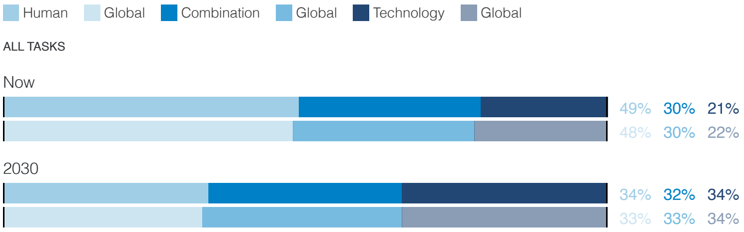
% of tasks completed by predominantly people, predominantly technology, or a combination of both



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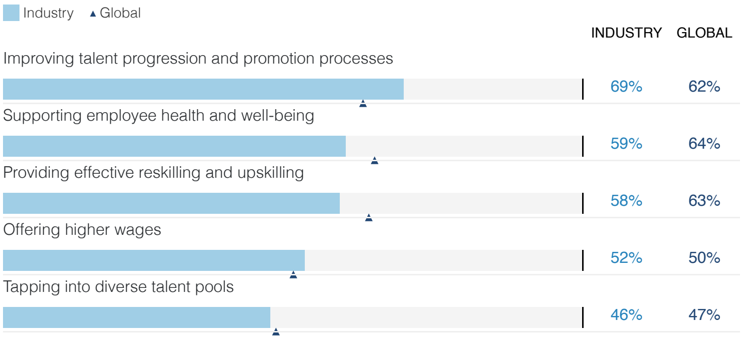
Business practices to improve talent availability

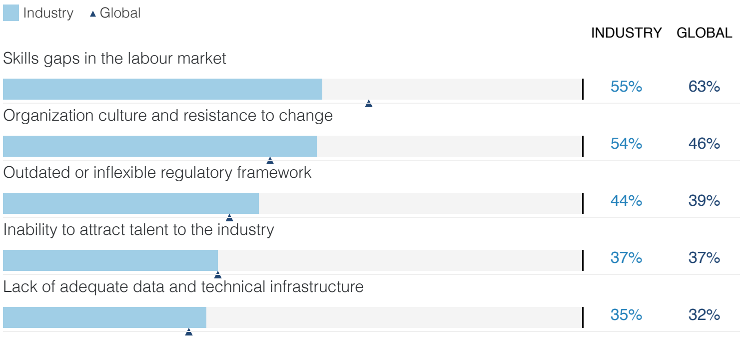
Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

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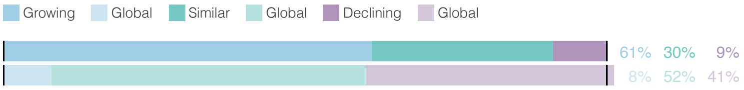
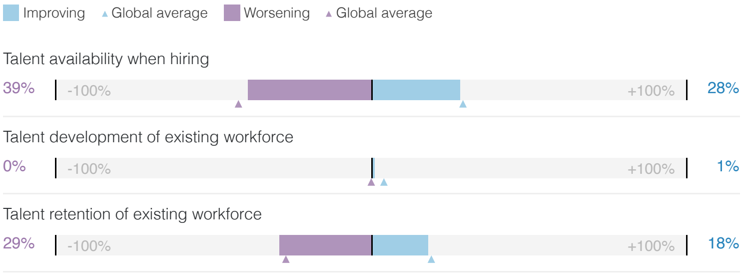
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

Share of respondents who expect their talent availability to improve or worsen in five years



DEI Actions

Share of employers surveyed planning to implement the diversity, equity and inclusion measure

53 | Global 48

Targeted recruitment, retention and progression initiatives

44 | Global 51

Run comprehensive DEI training for managers and staff

43 | Global 42

Set DEI goals, targets or quotas

AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

79 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

68 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

68 | Global 62

Hiring new people with skills to better work alongside AI

Telecommunications

20% | Global 22%

Labour-market churn

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40% | Global 39%

Skill disruption

Shares of core skills which will change

85% | Global 83%

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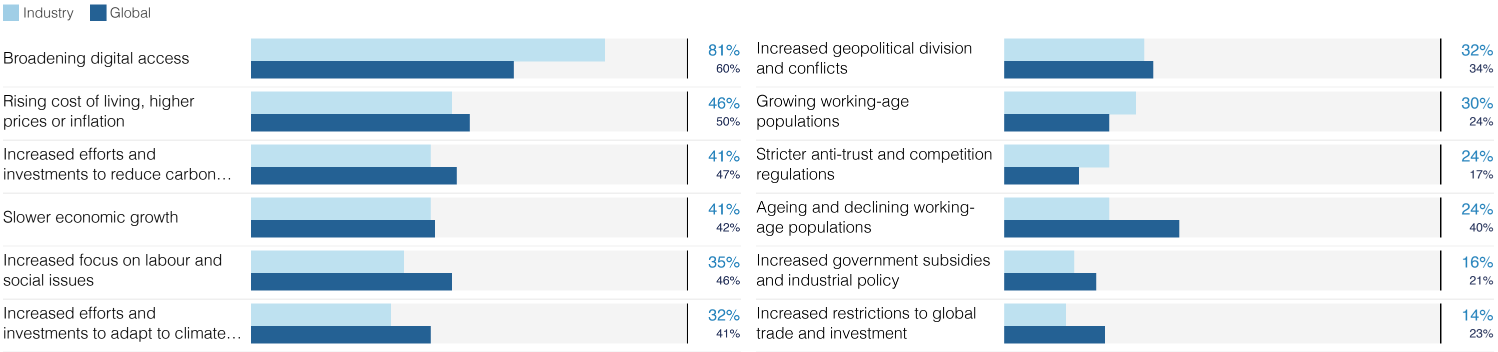

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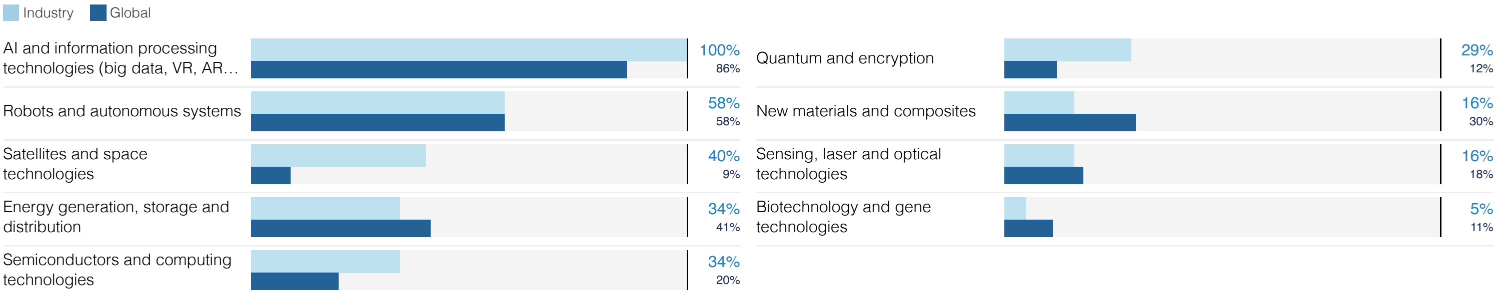

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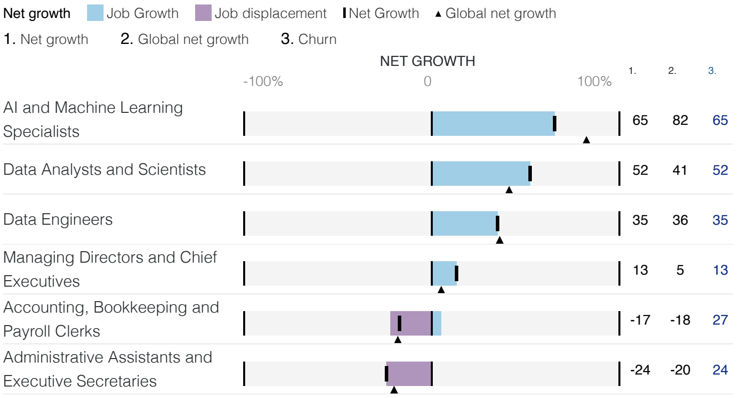

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Data Analysts and Scientists	52	41	52
Data Engineers	35	36	35
Managing Directors and Chief Executives	13	5	13
Accounting, Bookkeeping and Payroll Clerks	-17	-18	27
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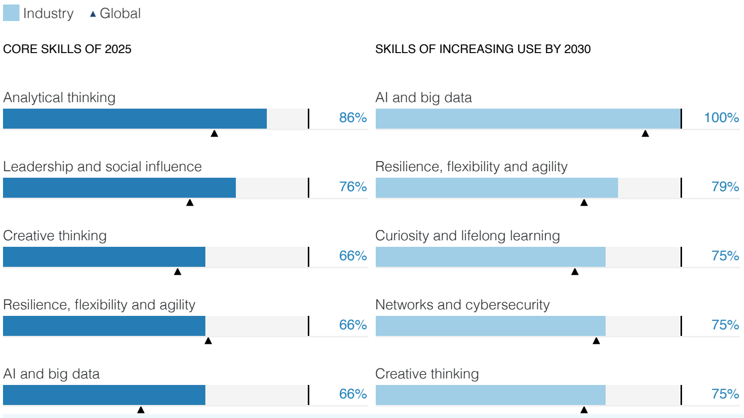
Skills of increasing use by 2030

Skills of the most increase in use by 2030



CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	86%	AI and big data	100%
Leadership and social influence	76%	Resilience, flexibility and agility	79%
Creative thinking	66%	Curiosity and lifelong learning	75%
Resilience, flexibility and agility	66%	Networks and cybersecurity	75%
AI and big data	66%	Creative thinking	75%

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Key components of your workforce strategy by 2030

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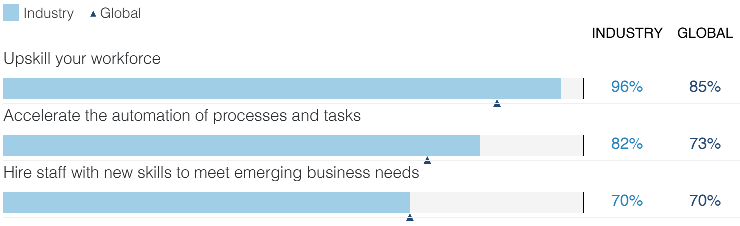

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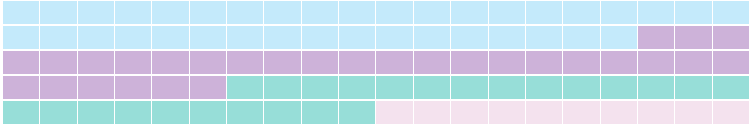

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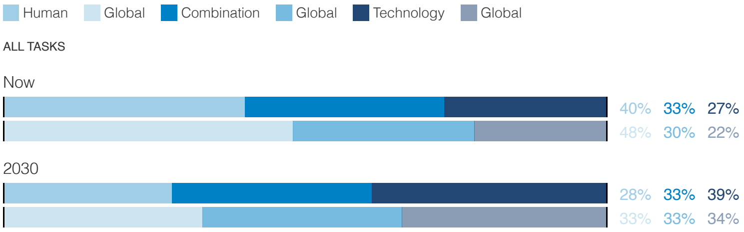

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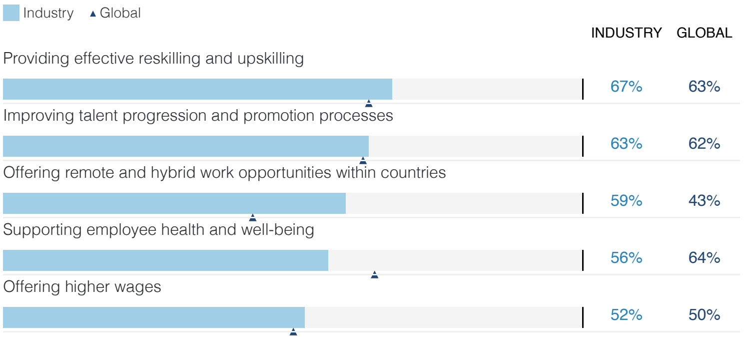

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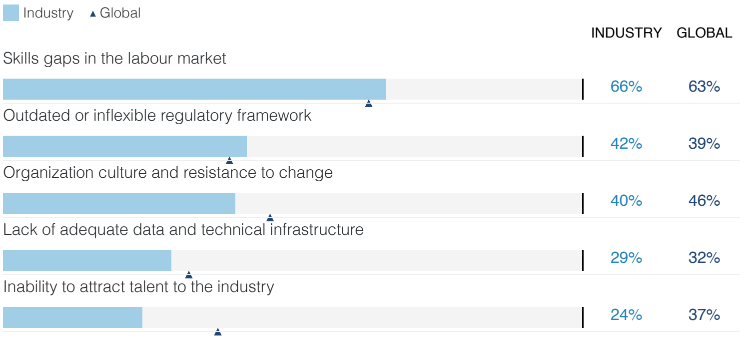

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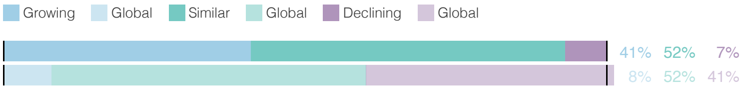

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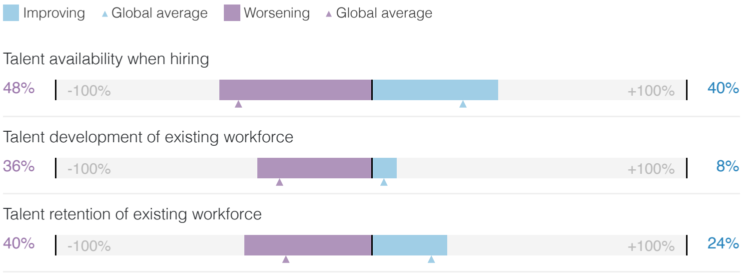

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Share of employers surveyed planning to implement the diversity, equity and inclusion measure

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52 | Global 48

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AI Strategy

Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence

89 | Global 69

Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

74 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

67 | Global 62

Hiring new people with skills to better work alongside AI

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For more information, or to get involved, please contact cnes@weforum.org.

Collaborators

The Centre for the New Economy and Society aims to empower decision-making among leaders in business and policy by providing fresh, actionable insight through collaboration with leading experts and data-holding companies.

We greatly appreciate the collaboration with Coursera, Indeed, LinkedIn and ADP for this year's report and would specifically like to thank the following contributors:

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Hossam Khater, Field Researcher
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Elizabeth Magwaza, Economist

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- Asociatia HR Management Club (HR Club)
- Associação Portuguesa De Gestão Das Pessoas (APG)
- Associazione Italiana Per La Direzione Del Personale (AIDP)
- Deutsche Gesellschaft Für Personalführung (DGFP)
- HR Norge
- Indonesia Ministry of Planning
- Indonesian Chamber of Commerce And Industry (KADIN Indonesia)
- International Women in Mining (IWIM)
- Network of Corporate Academies (NOCA)
- Personalo Valdymo Profesionalu Asociacija (PVPA)
- Société Suisse De Gestion Des Ressources Humaines (HR Swiss)
- Türkiye İnsan Yönetimi Derneği (PERYÖN)

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Hong Kong Exchanges and Clearing Limited (HKEX)
HP
HSBC Holdings
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Network for Teaching Entrepreneurship (NFTE)
Nexthink
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Omnicom Group
Open Society Institute
Paradox
PayPal
Pearson
PepsiCo
Petroleo Brasileiro - PETROBRAS
Yildiz Holding
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QI Group
Randstad
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Saudi National Bank
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SONAE
Standard Chartered Bank
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