

Future of Jobs Report 2025

INSIGHT REPORT JANUARY 2025

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ISBN 978-2-940631-90-2

https://www.weforum.org/reports/the-future-of-jobs-report-2025/

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Preface



Saadia Zahidi Managing Director World Economic Forum

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 fastestgrowing skills.
- Increasing cost of living ranks as the secondmost 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 climatechange 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 higherincome 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 onefifth (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 fastestgrowing 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 soughtafter 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.
- Al 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 reorient 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 lowincome 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 prepandemic 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 lowermiddle 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 workingage 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.

Drivers of 1) 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).

86%

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

Al and information processing technologies Robots and autonomous systems 58% Energy generation, storage and distribution 41% New materials and composites 30% Semiconductors and computing technologies 20% 18% Sensing, laser and optical technologies Quantum and encryption 12% Biotechnology and gene technologies 11% Satellites and space technologies 9%

Share of employers surveyed (%)

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, GenAl 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 GenAl skills by both businesses and individuals has also grown significantly (Box B1.1).

Although more generalized adoption of Al 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 Al adoption, while industries such as construction are lagging behind.⁵ This disparity mirrors broader trends, with advanced and middleincome economies experiencing unprecedented diffusion of generative Al 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 GenAl, 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 GenAl skills and

conceptual topics, such as prompt engineering, trustworthy AI practices, and strategic decisionmaking 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.



Enrolments

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 onethird (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 higherincome 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 highincome 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.

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.



💻 High income 🛛 🔳 Lower-middle income 📃 Upper-middle income

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

Note

Please refer to the Appendix for the methodology.

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

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 fastestgrowing job roles by 2030, in percentage terms, tend to be driven by technological developments, such as advancements in Al 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

Net growth (%)



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 fastestdeclining 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.



Share of current workforce (%)

- Jobs created - Jobs displaced 🛇 Net growth or decline

Note

Share of current workforce (%)

Source

World Economic Forum, Future of Jobs Survey 2024.

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

Top largest growing jobs





Top largest declining jobs

Cashiers and Ticket Clerks



Administrative Assistants and Executive Secretaries Building Caretakers, Cleaners and Housekeepers Material-Recording and Stock-Keeping Clerks Printing and Related Trades Workers Accounting, Bookkeeping and Payroll Clerks Accountants and Auditors Transportation Attendants and Conductors Security Guards Bank Tellers and Related Clerks Data Entry Clerks Client Information and Customer Service Workers Graphic Designers Business Services and Administration Managers Claims Adjusters, Examiners, and Investigators

Millions of jobs

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.



Jobs created Jobs displaced Vet effect

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 Al 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: Al 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 GenAl's increasing capacity to perform knowledge work. Job decline in both roles is seen as driven by both Al 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, humanmachine 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 humanmachine 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 Average8.39.5Increased government subsidies and industrial policy11.212.4Increased geopolitical division and conflicts9.313.2Increased restrictions to global trade and investment8.714.5		
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 Al 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



Month

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 thirdlargest 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 Al 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.

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. Lowermiddle and upper middle-income economies and

Note

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

Favot				48%
Zimbabwe				48%
Colombia			44%	
Portugal			44%	
Türkiye			44%	
Israel			43%	
Bahrain			42%	
Argentina			42%	
Switzerland			41%	
Malaysia			41%	
United Arab Emirates			41%	
Nigeria			41%	
Kazakhstan			40%	
Saudi Arabia			40%	
Mexico			40%	
Greece			39%	
All			39%	
Serbia			39%	
Austria			38%	
Philippines			38%	
Italy			38%	
Conodo			30%	
India		3	980/	
Viet Nam		33	70/_	
L atvia		37	· /0	
Morocco		37	·/·	
Ireland		37	%	
Norway		37	%	
Spain		37	%	
Estonia		37	%	
Romania		379	%	
Slovenia		379	%	
Brazil		37%	6	
South Africa		36%	ó	
Indonesia		36%		
Uzbekistan		36%		
Hungary		36%		
Singapore		36%		
Australia		35%		
Thailand		35%		
Iunisia		35%		
Hong Kong SAR, China		35%		
Polaium		35%		
Lithuania		35%		
Sweden		35%		
Janan		34%		
Germany		34%		
China				
France		33%		
United Kingdom		33%		
Poland		31%		
Czechia		30%		
Netherlands		30%		
Denmark		28%		

Share of skills expected to change (%)

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. Al 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 ILisure 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.

AI and big data

1. Automotive and aerospace	100%
2. Telecommunications	100%
3. Professional services	98%
4. Information and technology services	97%
5. Insurance and pensions management	97%
6. Financial services and capital markets	95%
7. Supply chain and transportation	94%
8. Medical and healthcare services	92%
9. Energy technology and utilities	90%
10.Government and public sector	90%

Networks and cybersecurity

1.	Financial services and capital markets	82%
2.	Insurance and pensions management	81%
З.	Energy technology and utilities	79%
4.	Medical and healthcare services	78%
5.	Automotive and aerospace	78%
6.	Government and public sector	78%
7.	Supply chain and transportation	76%
8.	Telecommunications	75%
9.	Advanced manufacturing	74%
10	Information and technology services	74%

Technological literacy

1. Automotive and aerospace	84%
2. Financial services and capital markets	84%
3. Medical and healthcare services	81%
4. Insurance and pensions management	81%
5. Supply chain and transportation	77%
6. Education and training	76%
7. Oil and gas	76%
8. Professional services	75%
9. Advanced manufacturing	73%
10.Production of consumer goods	72%

Resilience, flexibility and agility

1.	Agriculture, forestry, and fishing	83%
2.	Telecommunications	79%
з.	Information and technology services	78%
4.	Production of consumer goods	73%
5.	Insurance and pensions management	72%
6.	Automotive and aerospace	71%
7.	Advanced manufacturing	71%
8.	Retail and wholesale of consumer goods	69%
9.	Financial services and capital markets	68%
10	Electronics	68%

Creative thinking

1.	Insurance and pensions management	86%
2.	Education and training	79%
З.	Medical and healthcare services	76%
4.	Advanced manufacturing	76%
5.	Telecommunications	75%
6.	Information and technology services	75%
7.	Real estate	73%
8.	Professional services	69%
9.	Supply chain and transportation	69%
10	.Production of consumer goods	69%

Curiosity and lifelong learning

1.	Education and training	79%
2.	Insurance and pensions management	77%
З.	Telecommunications	75%
4.	Real estate	68%
5.	Information and technology services	68%
6.	Automotive and aerospace	68%
7.	Energy technology and utilities	67%
8.	Retail and wholesale of consumer goods	67%
9.	Oil and gas	64%
10	.Medical and healthcare services	64%

Leadership and social influence

1. Automotive and aerospace)	71%
2. Telecommunications		69%
3. Education and training		68%
4. Information and technology	y services	67%
5. Medical and healthcare ser	vices	66%
6. Electronics		64%
7. Chemical and advanced m	aterials	63%
8. Accommodation, food, and	d leisure	63%
9. Energy technology and util	ities	62%
10.Production of consumer go	pods	61%

Talent management

1. Infrastructure	70%
2. Automotive and aerospace	68%
3. Mining and metals	68%
4. Chemical and advanced materials	67%
5. Supply chain and transportation	65%
6. Telecommunications	64%
7. Production of consumer goods	63%
8. Oil and gas	62%
9. Education and training	60%
10.Real estate	59%

Analytical thinking

1. Education and training 70% Supply chain and transportation 70% Automotive and aerospace 68% 4. Telecommunications 67% 5. Production of consumer goods 65% 6. Insurance and pensions management 61% Advanced manufacturing 61% 8. Financial services and capital markets 60% 9. Infrastructure 59% 10.Real estate 59%

Environmental stewardship

1.	Oil and gas	80%
2.	Chemical and advanced materials	75%
З.	Agriculture, forestry, and fishing	71%
4.	Automotive and aerospace	70%
5.	Mining and metals	68%
6.	Supply chain and transportation	68%
7.	Infrastructure	67%
8.	Production of consumer goods	66%
9.	Professional services	63%
10	.Energy technology and utilities	60%

Technology skills

Working with others

Source

Cognitive skills

World Economic Forum, Future of Jobs Survey 2024.

Ethics

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

Core skills in 2030

Management skills

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,**

Self-efficacy

Note

curiosity and lifelong learning, systems thinking, talent management, and motivation and selfawareness 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 C

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

Note

Bold lines represent the average across all skills.

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.

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 Al and big data, networks and cybersecurity, and technological literacy is driven by the expansion of digital access and the integration of Al 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

BOX 3.1 Generative AI and human-centred skills

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-40 of its own ability to utilize skills across three areas: its ability to provide theoretical knowledge about a given skill, its 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, Al 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 GenAl 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.

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 GenAl 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 GenAl

tools, with the majority of examined skills (69%) determined to have either "very low capacity" or "low capacity" to be substituted, indicating that GenAl 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 GenAl models, which lack the physicality to perform tasks that require hands-on interaction - although advances in robotics and the integration of GenAl into robotic systems could impact this in the future.

Where GenAl demonstrates higher substitution potential is in skills that can be effectively performed by leveraging theoretical knowledge alongside digital manipulation. These include granular skills within Al and big data, such as data mining and machine learning applications. Furthermore, GenAl 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 GenAl 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 GenAl, affirming that human oversight remains crucial even in areas where GenAl 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 GenAl literacy.

FIGURE B3.1

Current capacity for substitution by Generative AI, by skill group

Capacity of GenAl substituting a human in performing a given skill as a percentage share of all granular skills within each skill group. Analysis based on GPT-40, with over 2800 granular skills from the Indeed database as of August 2024.

Artificial intelligence and big data Reading, writing and mathematics Marketing and media Systems thinking Multi-lingualism Programming Financial management Dependability and attention to detail Curiosity and lifelong learning Technology literacy Design and user experience Quality management Operations and logistics Networks and cybersecurity Leadership and social influence Talent management Analytical thinking Service orientation and customer service Global citizenship Resilience, flexibility and agility Teaching, mentoring, and coaching Creative thinking Environmental stewardship Manual dexterity, endurance and precision Empathy and active listening Sensory-processing abilities



Source

Indeed analysis; World Economic Forum, Global Skills Taxonomy. No skills have been rated w

Note

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.





Share of the workforce (%)

Source



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

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.



Share of employers surveyed (%)

Share of employers surveyed (%)

Source

World Economic Forum, Future of Jobs Surveys 2024.



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.

1.	1. Skills gaps in the labour market	63%
2.	2. Organizational culture and resistance to change	46%
3.	3. Outdated or inflexible regulatory framework	39%
4.	4. Inability to attract talent to the industry	37%
5.	5. Lack of adequate data and technical infrastructure	32%
6.	6. Inability to attract talent to my firm	27%
7.	7. Shortage of investment capital	26%
8.	8. Insufficient understanding of opportunities	25%

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.

Upskill workforce Accelerate the automation of processes and tasks Hire staff with new skills to meet emerging business needs Complement and augment workforce with new technologies Transition existing staff from declining to growing roles Reduce staff whose skills are becoming less relevant or

where roles are no longer needed Move operations within closer control through re-shoring, near-shoring or friend-shoring

Off-shore significant parts of workforce



Share of employers surveyed (%)

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 lowermiddle-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-middleincome 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 opportunities⁴³, 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 Share of employers surveyed identifying the stated business practices as promising to increase talent availability.

Supporting employee health and well-being	64%	Articulate business purpose and impact	37%
Providing effective reskilling and upskilling	63%	Offering remote work across national borders	27%
Improving talent progression and promotion processes	62%	Supplementing childcare for working parents	26%
Offering higher wages	50%	Improving safety in the workplace	25%
Tapping into diverse talent pools	47%	Supporting workers with caregiving responsibilities	24%
Offering remote and hybrid work opportunities within countries	43%	Removing degree requirements and conduct skills-based hiring	19%
Offering diversity, equity and inclusion policies and programmes	39%	Changes to pension schemes and extend their retirement age	14%
Improving working hours and overtime policies	38%	Supporting worker representation	11%

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.

Supporting employee health and well-being Providing effective reskilling and upskilling Improving talent progression and promotion processes Offering higher wages Offering remote and hybrid work opportunities within countries Improving working hours and overtime policies Articulating business purpose and impact Offering remote work across national borders Supporting workers with caregiving responsibilities Changes to pension schemes and extend their retirement age



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.



Share of employers surveyed (%)

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.

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

Comprehensive diversity, equity and inclusion training for managers and staff	51%
Targeted recruitment, retention and progression initiatives	48%
Set diversity, equity and inclusion goals, targets or quotas	42%
Pay equity reviews and salary audits	39%
Anti-harrasment protocols	33%
Embed diversity, equity and inclusion goals and solutions across the supply chain	27%
Support workers with caregiving responsibilities	26%
Set up Employee Resource Groups (ERG)	22%
Employ a diversity, equity and inclusion officer	15%

Source

World Economic Forum, Future of Jobs Survey 2024.

FIGURE 4.8 Pla

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.

75

50

100

	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

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.

Women Those with disabilities Youth from Gen Z (under age 25) Older workers (over age 55) Those who identify as LGBTQI+ Those from a disadvantaged religious, ethnic or racial background Those from a low-income background Migrants, refugees and displaced workers





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

become an increasingly important factor for

and economic uncertainty, wage dynamics have

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).

Saudi Arabia

Israel

Tunisia

Latvia

Norway

Egypt

Lithuania

Hong Kong SAR, China

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.

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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



Marginal wage premium by skill level

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



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 fastestgrowing 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.



Share of employers surveyed (%)

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 Al 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 Al 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 Al products and services (29%), lack of customization to local business needs (24%), complex regulations around Al and data usage (21%), and limited consumer demand (16%). Overall, these results point to a persistent gap in skills required for Al 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 Al tool design and enhancement,

and 62% anticipate focusing on hiring individuals with skills to work with Al. Almost half of organizations are expecting to reorient their business models toward new Al-driven opportunities (49%), while 47% plan to transition employees from Al-disrupted roles to other positions. While most employers plan to hire new people with Al relevant skills, a significant share (41%) also expect to downsize their workforce as Al 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.



Share of employers surveyed (%)

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 AIrelated 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

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





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-futureofjobs-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. Fortyone 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 redeployed 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 fastestgrowing job roles - including Big Data Specialists, Al 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. Twentyfour 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. Fortysix 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 antitrust 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 Al-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 Al 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-today 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 labourmarket 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, climatemitigation 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 labourmarket 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 labourmarket 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 labourmarket 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 Al 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 Al 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 Al 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%. Al and big data, technological literacy, and networks and cybersecurity are identified as the fastest-growing skills in the country, in addition to a higher-thanaverage 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 payequity 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 Al 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, Al 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, Al 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 Al 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 climatechange mitigation are expected to shape the labour market in **Mexico**. Ninety-five percent of companies operating in the country expect Al 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.

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
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Source

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.

Al 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
of the second se	Lasting Eastern as	Michael Carlo Carl	odo ^{tu} and the and the odotu	A Northern Dean	Northern Africa	Uuth, easier, instica	Souther Si	Co. Capation 18	Mr.Ca
	Sha	are of	emplo	oyers	0	50)	100	

Source

TABLE 5.3Skill importance in 2025, by region

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

	S	33	19	50	28	14	22	18	11	23	Environmental stewardship						
	Ethi	24	6	25	26	11	9	11	29	3	Global citizenship						
	>	24	29	54	58	29	53	58	64	41	Curiosity and lifelong learning						
	efficac	48	45	46	57	26	38	30	41	46	Dependability and attention to detail						
titudes	Self-	58	29	46	51	32	48	59	59	62	Motivation and self-awareness						
A		64	35	71	79	50	81	70	54	70	Resilience, flexibility and agility						
	ίΩ	33	39	54	66	28	67	56	52	34	Empathy and active listening						
	/orking h othe	61	29	67	68	46	69	63	66	62	Leadership and social influence						
	wit <	24	26	21	28	13	22	25	30	59	Teaching and mentoring						
		61	71	67	79	47	74	71	71	75	Analytical thinking						
	D	48	55	63	62	57	58	54	64	68	Creative thinking						
	ognitiv skills	27	10	13	21	23	17	21	23	45	Multi-lingualism						
	Õ	30	26	25	26	18	22	17	27	18	Reading, writing and mathematics						
o		45	26	38	47	33	67	35	43	59	Systems thinking						
abilitie	ement IIs	27	32	33	21	20	19	18	27	28	Marketing and media						
ge and	Engagi ski	48	42	46	60	32	67	48	52	28	Service orientation and customer service						
owledg	ant	30	48	29	32	36	30	35	16	44	Quality control						
dills, kn	ageme skills	39	32	46	40	31	45	43	27	48	Resource management and operations						
कं	Man	45	52	50	53	41	53	48	36	49	Talent management						
	sical ties	9	19	13	6	16	8	16	4	11	Manual dexterity, endurance and precision						
	Phys	9	6	8	4	4	7	6	11	7	Sensory-processing abilities						
		55	55	58	62	46	40	44	45	32	AI and big data						
	skills	30	19	33	28	21	29	23	39	14	Design and user experience						
	yology	39	13	42	40	20	21	24	27	20	Networks and cybersecurity						
	Techr	24	13	13	26	19	16	16	16	17	Programming						
		64	52	67	64	35	51	54	30	52	Technological literacy						





Source

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.

Environmental stewardship	54	48	56	68	39	46	70	46	46	SS	
Global citizenship	4	33	17	29	4	14	43	33	33	Ethi	
Curiosity and lifelong learning	38	66	70	61	52	60	52	56	33	>	
Dependability and attention to detail	14	-5	-1	24	30	23	17	28	37	efficac	
Motivation and self-awareness	40	52	49	56	33	47	52	46	56	Self	titudes
Resilience, flexibility and agility	52	54	69	65	64	67	83	64	79		At
Empathy and active listening	26	55	47	67	25	47	57	36	46	ø	
Leadership and social influence	45	61	57	64	60	62	65	50	62	orking other	
Teaching and mentoring	46	30	27	28	20	25	43	33	37	W	
Analytical thinking	52	46	52	64	55	49	78	62	70		
Creative thinking	55	71	65	81	62	65	74	67	72		
Multi-lingualism	59	23	5	26	18	14	22	-8	11	gnitive skills	
Reading, writing and mathematics	-14	13	-8	-4	11	-8	0	4	21	0	
Systems thinking	43	49	50	59	48	42	63	52	75		
Marketing and media	31	29	17	24	39	10	57	52	41	ment s	abilities
Service orientation and customer service	35	41	37	61	45	21	30	50	55	ngage skill	e and
Quality control	25	13	13	21	28	17	23	62	41	t t	wledg
Resource management and operations	27	13	18	23	37	22	35	38	24	gemer kills	lls, kno
Talent management	53	59	58	61	60	45	70	56	67	Mana s	X
Manual dexterity, endurance and precision	-24	-45	-28	-29	-7	-36	-17	-13	14	es	
Sensory-processing abilities	23	7	11	12	20	-13	30	24	20	Physi abiliti	
Al and big data	79	87	90	91	68	90	96	89	86		
Design and user experience	24	46	43	63	43	24	68	60	54	skiils S	
Networks and cybersecurity	69	64	74	67	70	61	92	54	71	s logy s	
Programming	48	-4	24	32	35	10	29	15	57	Techni	
Technological literacy	53	43	71	76	64	80	78	63	84		



Source

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.



Firm attractiveness seen as outweighing industry attractiveness

Industry attractiveness seen as outweighingfirm attractiveness

Share 60

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 intraindustry 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

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 Al (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 costreduction 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. Al 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 Al 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 Al, 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' wellbeing (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 skillsbased 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, Al 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 nearuniversal 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 Al 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-thanaverage levels of workforce augmentation, with 41% of total work tasks projected to be completed by human-technology collaboration by 2030. Al 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 Al and Machine Learning Specialists, with significant emphasis on Al 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. Al 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-thanaverage 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 wellbeing (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 reshoring or near-shoring. Big Data Specialists and Al 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 Al 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 (%).

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
Competition regulations																						
PCC. A.	Che	hi ^{Co}		~; <	inancial		ove thome	ji ^o ʻ	Insurance	°, 46	,0 ¹⁻		4	0	Q.Ö	allands	MOL	20 ¹				

Source

TABLE 5.6 Impact of technology related trends, 2025-2030

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



Source

TABLE 5.7

Skill importance in 2025

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

Clobal sitisanabia																							0	
Giobai citizensnip	17	18	22	15	14	16	8	16	14	23	17	12	22	14	5	3	15	19	9	14	12	10	Eth	
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	efficac	
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	Self-	titudes
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		A
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	S	
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	orking other	
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	With	
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	gnitive skills	
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	8 "	
Systems thinking	38	42	63	38	31	50	40	47	42	27	50	39	36	57	65	31	51	42	35	44	45	38		
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	ment	abilities
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	ngage skill	e and e
Quality control	40	40	44	46	38	30	24	33	31	25	25	44	19	32	50	34	48	42	39	28	40	31	т. т.	wledge
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	gemer vills	ls, kno
Talent management	38	44	37	59	35	42	36	37	54	46	49	46	61	46	25	53	57	30	39	59	49	55	Mana	N.
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	as al	
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	Physic abiliti	
Al 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	×IIIs	
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	ology s	
Programming	9	9	7	10	10	12	16	20	22	11	36	12	19	14	5	19	20	7	9	12	19	38	Techno	
Technological literacy	38	51	41	59	38	54	48	61	65	52	50	42	67	32	55	44	61	37	30	47	52	55		
Accounter the Association tool. and Association tool. Association to the Association to t	all	and the and th	advance advance	Jace drate	and training and training and training and the second seco	Hology Co	and car	the nation of the second secon	using and a second	stor weather w	ces not international and inte	anagent called	Prod	and me	Petall ²	sesion nd who	Supply	en est	net operation of the second	sportali sportali	or .	Jons		

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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.

Environmental stewardship	43	54	71	70	71	37	40	60	43	50	39	65	49	56	68	80	64	63	50	49	64	32	lics	
Global citizenship	15	33	8	21	27	34	29	35	24	15	24	16	29	25	16	4	21	23	30	8	17	21	Eth	
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	<i>S</i> c	
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	-efficat	(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	Self	ttitude
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		4
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	L SI	
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	Vorking h othe	
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	∧ ii	
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	Ð	
Multi-lingualism	18	29	16	19	36	41	-8	18	12	3	11	10	19	17	16	19	18	13	-14	6	12	7	ognitiv skills	
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	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		SS
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	ement Ils	abilitie
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	Engag sk	ge anc
Quality control	24	26	35	19	11	17	12	9	17	15	4	22	6	25	26	14	28	33	9	17	25	21	ant	owled
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	ageme skills	dills, kr
Talent management	40	57	50	68	67	57	36	59	55	50	53	67	58	42	68	55	60	49	59	54	64	64	Man	कं
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	sical ties	
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	Phys	
Al 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	skills	
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	Jology	
Programming	27	25	4	33	27	20	20	35	41	36	15	29	32	19	25	30	24	26	10	26	33	29	Techi	
Technological literacy	52	71	67	81	48	74	48	67	84	70	62	63	81	81	55	72	66	70	45	68	77	46		
Recommedation tool and the posicility	Net o	differe	advarce advarce	Pace ed matter for for	arcials	hind co	and utilities and utilities and utilities and use and	ittes stal nad stal n	technologian and a second	and period	Kashu Kashu Bions n Salard	anagen Beathor	prob	and me	Petail	ses of the second	al service al service SUPP	A CHAIN	ate software	soft and second	Unicatif	n ^e		
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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 evermore 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 skillsbased 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: <u>The Reskilling Revolution</u> and <u>The Jobs Initiative</u>. 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, crosswalked 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 fastchanging 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 <u>Reskilling Revolution</u>. 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	Al and big data
		Design and user experience
		Networks and cybersecurity
		Programming
		Technological literacy

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

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	Al 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

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

Job family	Occupation
Healtheare Practitioners and Technicians	
neathcare Practitioners and rechnicians	
	raditional 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

leb femily	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
	Deer To Deer Sales Workers, News and Street Venders, and Belated
	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 decisionmakers 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 midcareer 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

18.2

Contextual indicators

Argentina

Regional average Income Group	average						
INDICATORS				INDICATORS			
Labour force participation	(2023)		68%	Secondary Education Attainment	-	N	JA
Vulnerable employment	(2022)		24%	Tertiary Education Attainment	-	D.	JA
Share of youth not in employment, education, or training (NEET)	(2023)		15%	Ease of finding skilled employees in local labour market	(2024)		4
Unemployment rate	(2023)		4%	Fill vacancies by biring foreign			
Unemployment rate among workers with basic edu.	(2023)		6%	labour	(2024)		4
Unemployment rate among workers with advanced edu.	(2023)	II	2%	Country investment in mid-career training	(2022)		2

Jobs and Skills outlook

19% Global 22%	42% Giobal 39%	86% Giobal 83%	100% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al programmes

Trend outlook

Macrotrends driving business transformation

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

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

96% 86%

57% 58% 48% 41% 39% 30% 30% 20%

Technology trends

Technology trends driving business transformation

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

Economy Global		
Al and information processing technologies (big data, VR, AR		
Robots and autonomous systems		
Energy generation, storage and distribution		
New materials and composites		
Semiconductors and computing technologies		

Sensing, laser and optical technologies	26% 18%
Quantum and encryption	22% 12%
Satellites and space technologies	9% 9%
Biotechnology and gene technologies	4% 11%

Key roles for business transformation

Jobs outlook

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

Net growth Job Growth Job	b displacement	Net Growth				
1. Net growth 2. Global net gro	wth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	З.
Data Analysts and Scientists			I	85	41	85
AI and Machine Learning Specialists			ļ	81	82	81
Business Development Professionals			-	11	19	11
General and Operations Managers		, i		8	4	19
Accountants and Auditors				-5	-8	5
Data Entry Clerks				-24	-26	24

Skill outlook

Analytical thinking

Creative thinking

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy A Global CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 AI and big data 88% 100% Creative thinking Leadership and social influence 94% 88% Empathy and active listening Technological literacy 81% 88% Design and user experience Resilience, flexibility and agility

75%

69%

Curiosity and lifelong learning

Future of Jobs Report 2025 112

.

81%

81%

Argentina

Upskilling and reskilling	outlook											
41 Global 41 Would not need training by 2030	29 I 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	r			Public pol	icy							
Human-machine frontie % of tasks completed by Human Global ALL TASKS	r predominantly people, pre Combination Global	dominantly technology, or a Technology 📕 Global	a combination of both	Public poli Share of re the talent a Economy	spondent vailability A Globa	mprove talen ts who agree f / il	nt availab that the p	ility articular publ	ic policy has	the greate	est potential to	o increase
Now		_	48% 26% 26% 48% 30% 22%	Improveme Flexibility o	nts to pu n hiring a	blic education	n systems				64%	47%
2030			29% 26% 45% 33% 33% 34%	Funding for Provision o	reskilling freskilling	g and upskillin g and upskillir	ng	*			50%	55%
				Changes to) labour la	aws related to	o remote v	vork			50% 36%	52% 36%
Key barriers for business	s transformation			Wage out	ook							
Transformation barriers Share of organisations su Economy A Global Skills gaps in the labour r Outdated or inflexible reg	nrveyed expecting the barries	ers will hinder their organis	ation transformation ECONOMY GLOBAL 65% 63% 57% 39%	Wage tren Share of or percentage Growing	ds ganizatio e of the co Globa	ns projecting ompany's tota al Similar	the share al revenue Global	of wages and s	d other forms	s of worker	21%	ion as 79% 0% 41% 8%
Organization culture and Inability to attract talent to Shortage of investment ca	o the industry apital		48% 46% 44% 37% 30% 26%									
Talent availability outlool	k			DEI Actior	ns							
Talent trend Share of respondents when Improving • Global aver Talent availability when hi 64% -100%	o expect their talent availab rage Worsening & Globa iring	ility to improve or worsen i average	n five years +100% 21%	Share of er 861 c Run compre managers ar	nployers Blobal 51 hensive DEI hd staff	surveyed plar	71 Pay equ	Diement the	diversity, eq	uity and in	Clusion measu	ure
Talent development of existing	isting workforce		+100% 57%	Al Strateg Share of er capability a	y nployers and preva	surveyed plar alence	nning to ir	nplement the	stated strate	gy in resp	oonse to Al's ir	ncreasing
29% -100%		Å	+100% 21%	93 1	àlobal 69		71	Global 62		71	Global 49	

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

18.5

Australia

average					
		INDICATORS			
(2023)	67%	Secondary Education Attainment	(2023)		79%
(2022)	10%	Tertiary Education Attainment	(2023)		47%
(2023)	8%	Ease of finding skilled employees in local labour market	(2024)		5
(2023)	3%	Fill vacancias by biring foreign			
(2023)	5%	labour	(2024)		5
(2023)	2%	Country investment in mid-career training	(2022)		4
	a verage min (2023) (2022) (2023) (2023) (2023) (2023) (2023) (2023)	n average min max (2023) 67% (2022) 10% (2023) 8% (2023) 3% (2023) 5% (2023) 5%	INDICATORS (2023) 67% (2022) 67% (2023) 67% (2023) 10% (2023) 8% (2023) 8% (2023) 8% (2023) 10% (2023) 10% (2023) 10% (2023) 10% (2023) 10% (2023) 10% (2023) 10% (2023) 10% (2023) 10% (2023) 10% (2023) 10%	notest NDICATORS min (2023) 67% Secondary Education Attainment (2023) (2023) 10% Tertiary Education Attainment (2023) (2023) 8% Ease of finding skilled employees (2024) (2023) 3% Fill vacancies by hiring foreign abour (2024) (2023) 5% Country investment in mid-career (2022)	norma NDICATORS min (2023) 67% Secondary Education Attainment (2023) (2022) 10% Tertiary Education Attainment (2023) (2023) 8% Ease of finding skilled employees (2024) 10% (2023) 3% Fill vacancies by hiring foreign labour (2024) (2023) 5% Country investment in mid-career (2024)

Jobs and Skills outlook

24% Giobal 22%	35% Giobal 39%	88% Giobal 83%	88% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Rising cost of living, higher prices or inflation	4	6% 50%
Increased efforts and investments to reduce carbon	61% 47%	Increased focus on labour and social issues	4	4% 46%
Increased efforts and investments to adapt to climate	56% 41%	Increased government subsidies and industrial policy	2	21%
Slower economic growth	53% 42%	Growing working-age populations	2	24%
Increased geopolitical division and conflicts	53% 34%	Increased restrictions to global trade and investment	1	<mark>8%</mark> 23%
Ageing and declining working- age populations	53% 40%	Stricter anti-trust and competition regulations	1	<mark>6%</mark> 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

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

Skills of increasing use by 2030

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	b displacement	Net Growth				
1. Net growth 2. Global net gro	wth 3. Churn	NET GROWTH	100%	1.	2.	3.
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		N,		4	5	7
Human Resources Specialists		II,		3	5	12
Accounting, Bookkeeping and Payroll Clerks				-18	-18	30



Australia

Upskilling and reskilling of	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				Public policy			
Human-machine frontier % of tasks completed by	predominantly people, pre	dominantly technology, or	a combination of both	Public policies to improve talent Share of respondents who agree the the talent availability	availability nat the particular public policy ha	s the greatest potential to incre	ase
ALL TASKS	Combination Global	Iechnology Global		Economy • Global Flexibility on hiring and firing practi	ices	ECONOMY GLC)BAL
			46% 29% 25% 48% 30% 22%	Funding for reskilling and upskilling	A	49% 44	4%
2030			30% 33% 37% 33% 33% 34%	Provision of reskilling and upskilling		49% 55	2%
				Changes to immigration laws		45% 26	6%
				Changes to labour laws related to	remote work	37% 36	3%
Key barriers for business	transformation			Wage outlook			
Share of organisations sur Economy A Global Skills gaps in the labour m Inability to attract talent to	narket	ers will hinder their organis	ation transformation ECONOMY GLOBAL 65% 63% 45% 37%	Share of organizations projecting the percentage of the company's total Growing Global Similar	he share of wages and other form revenues	s of workers' compensation as 45% 47% 52% 41%	; 8% 8%
Organization culture and r	d technical infrastructure		43% 46%				
Inability to attract talent to	my firm		33% 27%				
Talent availability outlook	(DEI Actions			
Talent trend Share of respondents who	expect their talent availab	bility to improve or worsen i	in five years	Share of employers surveyed plan	ning to implement the diversity, ec	quity and inclusion measure	
Improving & Global avera Talent availability when hir 35% -100%	age Worsening & Globa	l average	+100% 29%	OD I Global 42 Set DEI goals, targets or quotas	Giobal 51 Run comprehensive DEI training for managers and staff	G Global 48 Targeted recruitment, retention and progression initiatives	а
Talent development of exit 4% -100%	sting workforce		+100% 65%	Al Strategy Share of employers surveyed plan	ning to implement the stated strat	egy in response to AI's increas	sing
Talent retention of existing 22% -100%	workforce	*	+100% 31%	92 I Global 77	86 Giobal 69	68 Global 62	

Reskilling and upskilling your existing workforce to better work alongside Al

Hiring new people with skills to better work alongside AI

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

Regional average Income Grou	p average				
INDICATORS			INDICATORS		
Labour force participation	(2023)	62%	Secondary Education Attainment	(2023)	83%
Vulnerable employment	(2022)	8%	Tertiary Education Attainment	(2023)	21%
Share of youth not in employment, education, or training (NEET)	(2023)	13%	Ease of finding skilled employees in local labour market	6 (2024)	4
Unemployment rate	(2023)	5%	Fill vacancies by hiring foreign		
Unemployment rate among workers with basic edu.	(2023)	11%	Fill vacancies by hiring foreign (2 bour	(2024)	4
Unemployment rate among workers with advanced edu.	(2023)	3%	Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

10% Giobal 22%	38% Giobal 39%	100% Global 83%	100% Giobal 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Ageing and declining working- age populations	39% 40%
Rising cost of living, higher prices or inflation	57% 50%	Increased focus on labour and social issues	36% 46%
Increased efforts and investments to adapt to climate	50% 41%	Growing working-age populations	25% 24%
Increased efforts and investments to reduce carbon	43% 47%	Stricter anti-trust and competition regulations	21% 17%
Slower economic growth	43% 42%	Increased government subsidies and industrial policy	18% 21%
Increased geopolitical division and conflicts	39% 34%	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

Econom	iy 👘	Global

Al and information processing 14% Sensing, laser and optical 89% technologies (big data, VR, AR... 86% 54% 58% Robots and autonomous systems 46% 41% Energy generation, storage and distribution Semiconductors and computing 25% technologies 20% 14% 12% Quantum and encryption

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	o displacement	Net Growth				
1. Net growth 2. Global net grow	vth 3. Churr	n				
		NET GROWTH		1	2	3
	-100%	0	100%			
Al and Machine Learning				37	82	37
Specialists		•				
Data Analysts and Scientists				26	41	26
Business Intelligence Analysts				22	18	22
Managing Directors and Chief Executives		ų.		4	5	5
Administrative Assistants and Executive Secretaries		`		-13	-20	13
Assembly and Factory Workers				-22	0	23

technologies		18%
New materials and composites		11% 30%
Satellites and space technologies		7% 9%
Biotechnology and gene technologies	-	7% 11%

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 AI and big data 96% 86% Resilience, flexibility and agility Creative thinking 82% 73% Curiosity and lifelong learning Networks and cybersecurity 77% 68% Leadership and social influence Resilience, flexibility and agility 64% 73% Technological literacy Technological literacy 73% 64%

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 Giobal 11 Would be unlikely to upskill											
Human-machine frontier				Public pol	icy									
Human-machine frontie % of tasks completed by	r predominantly people, pre	dominantly technology, or	a combination of both	Public polic Share of re	i cies to ir spondent	mprove ta ts who agr	alent av	vailabilit t the part	y icular publ	ic policy f	has the	greatest	potential to	increase
Human Global	Combination Global	Technology Global		Economy	▲ Global	I							ECONOMY	GLOBAL
Now			36% 43% 21%	Improveme	nts to pu	blic educa	ation sy	rstems					58%	47%
2030			48% 30% 22%	Changes to) labour la	aws relate	d to rei	note wor	k				53%	36%
			26% 42% 32% 33% 33% 34%	Funding for	r reskillinç	and upsl	killing						53%	55%
				Flexibility o	n hiring a	nd firing p	oractice	es					47%	4.49/
				Wage subs	idies		•						47%	44%
Key barriers for business	s transformation			Wage out	look	•							42%	20%
Transformation barriers Share of organisations su	rveyed expecting the barri	ers will hinder their organis	ation transformation	Wage tren Share of or	ds ganizatio	ns project	ing the	share of	wages an	d other fo	rms of v	vorkers'	compensat	ion as
Economy A Global			ECONOMY GLOBAL	Growing	e of the co	ompany's	total re	Global	Declining	Glob	al			
Skills gaps in the labour r	market		64% 63%	Clowing				Giobal	Booming	Gibb	a.		35%	65% 0%
Organization culture and	resistance to change		57% 46%										52%	41% 8%
Insufficient understanding	g of opportunities		39% 25%											
Inability to attract talent to	o the industry		29% 37%											
Outdated or inflexible reg	ulatory framework		29% 39%											
Talent availability outlool	k			DEI Action	าร									
Talent trend				Share of en	nployers	surveyed	plannir	ng to imp	lement the	diversity,	equity a	and inclu	usion measi	ure
Improving A Global aver	o expect their talent availat rage Worsening 🔺 Globa	bility to improve or worsen Il average	in five years	50 I a	Global 51			50 ı	Global 48		4	4 5 I.a	Global 27	
Talent availability when hi 47% -100%	ring		+100% 26%	Run comprei managers ar	hensive DEI nd staff	training for		Targeted re progressior	cruitment, rete i initiatives	ention and	E tř	mbed DEI g	goals and solu hain	tions across
Talent development of exi	isting workforce	A		Al Strateg	V									
5% -100%	Å		+100% 58%	Share of en	nployers	surveyed	plannir	ng to imp	lement the	stated str	rategy ir	n respon	ise to Al's ir	ncreasing
Talent retention of existing	g workforce		+100% 27%	capability a	una preva	uence								

84 I Global 69 Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills 74 | Global 77

Reskilling and upskilling your existing workforce to better work alongside Al

74 | Global 49

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

Bahrain

Regional average Income Group a	average				
INDICATORS			INDICATORS		
Labour force participation	-	NA	Secondary Education Attainment	(2023)	67%
Vulnerable employment	(2022)	1%	Tertiary Education Attainment	(2023)	40%
Share of youth not in employment, education, or training (NEET)		NA	Ease of finding skilled employees in local labour market	(2024)	5
Unemployment rate	-	NA	Fill vacancies by biring foreign	(
Unemployment rate among workers with basic edu.		NA	labour	(2024)	6
Unemployment rate among workers with advanced edu.		NA	Country investment in mid-career training	(2022)	5
John and Okilla and a la					

Jobs and Skills outlook

33% Giobal 22%	42% Giobal 39%	62% Giobal 83%	92% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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
---------	--	--------

	27%
Increased efforts and 50% Increased government subsidies investments to reduce carbon 47% and industrial policy	21%
Rising cost of living, higher 46% Increased restrictions to global prices or inflation 50% trade and investment	23% 23%
Increased efforts and 41% Growing working-age investments to adapt to climate 41% populations	18% 24%
Slower economic growth 41% Stricter anti-trust and competition 42% regulations	9% 17%
Increased focus on labour and social issues 36% Ageing and declining working-age populations	5% 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

Al and information processing technologies (big data, VR, AR	86% 86%	Semiconductors and computing technologies		18% 20%
Robots and autonomous systems	46% 58%	Satellites and space technologies		14% 9%
Energy generation, storage and distribution	41% 41%	Quantum and encryption		<mark>9%</mark> 12%
New materials and composites	27% 30%	Biotechnology and gene technologies	_	9% 11%
Sensing, laser and optical technologies	18% 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)						
Net growth Job Growth Jo	b displacement	Net Growth				
1. Net growth 2. Global net grow	wth 3. Churr	1				
	-100%	NET GROWTH 0	100%	1.	2.	3.
Business Intelligence Analysts				30	18	30
Business Development Professionals				16	19	16
Compliance Officers		II.		5	11	13
Accountants and Auditors				3	-8	16
Data Entry Clerks				-45	-26	51
Administrative Assistants and Executive Secretaries				-54	-20	59

Skill outlook

Economy A Global CORE SKILLS OF 2025

Skills of increasing use by 2030

Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030



Bahrain

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	r			Public policy						
Human-machine frontie	r predominantly people, pre	dominantly technology, or	a combination of both	Public policies to Share of responder the talent availabilit	improve talent ints who agree th	availability hat the particular pub	lic policy has t	he greatest po	otential to	increase
ALL TASKS		alobar		Economy A Glob	al			E	CONOMY	GLOBAL
Now			52% 27% 21%	Funding for reskillir	ng and upskilling	J			62%	55%
			48% 30% 22%	Changes to pensio	on schemes and	retirement ages				
2030			31% 31% 37% 33% 33% 34%	Flexibility on hiring	and firing practic	ces			54% 54%	25% 44%
				Improvements to p	ublic education s	systems			54%	47%
				Wage subsidies					54%	26%
Key barriers for busines	s transformation			Wage outlook						
Transformation barriers	rveyed expecting the barri	ers will hinder their organis	ation transformation	Wage trends Share of organizati	ions projecting th	ne share of wages an	d other forms	of workers' cc	mpensatio	on as
Economy A Global			ECONOMY GLOBAL	Growing Glob	bal	Global Declining	Global			
Skills gaps in the labour r	narket		67% 63%				,		77% 2	2 3% 0%
Organization culture and	resistance to change		57% 46%						52% 4	4 1% 8%
Inability to attract talent to	o the industry		43% 37%							
Insufficient understanding	g of opportunities		38% 25%							
Lack of adequate data ar	nd technical infrastructure		38% 32%							
Talent availability outloo	k			DEI Actions						
Talent trend				Share of employers	s surveyed planr	ning to implement the	e diversity, equi	ity and inclusi	on measu	re
Share of respondents wh Improving Global aver	o expect their talent availat rage 🔲 Worsening 🔺 Globa	bility to improve or worsen Il average	in five years	39 Labor 51		31 Leiobal 42		31	bol 49	
Talent availability when hi	iring			Run comprehensive DE	EI training for	Set DEI goals, targets or	quotas	Targeted recrui	tment, retenti	on and
8% -100%	A	A	+100% 38%	managers and staff				progression init	iatives	
Talent development of ex	isting workforce			AI Strategy		_				
-100%	Å		+100% 69%	Share of employers	s surveyed plann	ning to implement the	stated strateg	gy in response	to Al's inc	creasing
Talent retention of existing 31% -100%	g workforce		+100% 69%	capability and prev	/aiGHGC					

69 I Global 77 Reskilling and upskilling your existing workforce to better work alongside Al 62 | Global 47 Transitioning people from jobs that Al 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

INDICATORS			INDICATORS		
Labour force participation	(2023)	59%	Secondary Education Attainment	(2022)	75%
Vulnerable employment	(2022)	11%	Tertiary Education Attainment	(2022)	40%
Share of youth not in employment, education, or training (NEET)	(2023)	7%	Ease of finding skilled employees in local labour market	6 (2024)	4
Unemployment rate	(2023)	5%	Fill vacancies by biring foreign	(000.4)	
Unemployment rate among workers with basic edu.	(2023)	10%	labour	(2024)	5
Unemployment rate among workers with advanced edu.	(2023)	3%	Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

22% Giobal 22%	35% Giobal 39%	86% Giobal 83%	93% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Increased efforts and investments to adapt to climate	44% 41%
Ageing and declining working- age populations	58% 40%	Increased geopolitical division and conflicts	44% 34%
Rising cost of living, higher prices or inflation	56% 50%	Increased government subsidies and industrial policy	24% 21%
Broadening digital access	53% 60%	Growing working-age populations	24% 24%
Increased focus on labour and social issues	47% 46%	Stricter anti-trust and competition regulations	20% 17%
Slower economic growth	47% 42%	Increased restrictions to global trade and investment	16% 23%

20%

Skill outlook

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global	
Al and information processing technologies (big data, VR, AR	
Robots and autonomous systems	
Energy generation, storage and distribution	
New materials and composites	
Semiconductors and computing technologies	

89% 86%	Quantum and encryption	18% 12%
64% 58%	Sensing, laser and optical technologies	13% 18%
53% 41%	Satellites and space technologies	11% 9%
36% 30%	Biotechnology and gene technologies	9% 11%
24%		

Key roles for business transformation

Jobs outlook

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

Net growth Job Growth Job	ob displacement	Net Growth				
1. Net growth 2. Global net gro	-100%	n NET GROWTH O	100%	1.	2.	з.
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



Belgium

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	r			Public poli	су							
Human-machine frontie % of tasks completed by	r predominantly people, pre	dominantly technology, or	a combination of both	Public poli Share of re-	cies to im spondents	prove taler who agree	nt availabi that the pa	lity articular publ	ic policy ha	is the gre	atest potentia	al to increase
Human Global	Combination Global	Technology Global		Economy	▲ Global						ECONC	MY GLOBAL
Now			51% 27% 22%	Provision of	reskilling	and upskilli	ng				59%	52%
2020			48% 30% 22%	Funding for	reskilling	and upskilli	ng				56%	55%
2030			33% 30% 37% 33% 33% 34%	Improveme	nts to publ	lic educatio	n systems	•			50%	470/
				Changes to	labour lav	vs related to	o remote w	ork			52%	- 47%
				Flexibility o	n setting w	ages					44%	36%
Key barriers for busines	s transformation			Wage out	ook	*					44%	38%
Transformation barriers				Wage trep	46							
Share of organisations su	urveyed expecting the barri	ers will hinder their organis	ation transformation	Share of or	is ganizations	s projecting	the share	of wages an	d other forr	ns of worl	kers' comper	sation as
Economy A Global				percentage	of the cor	npany's tota	al revenues	5				
Skills gaps in the labour r	market		ECONOMY GLOBAL	Growing	Global	Similar	Global	Declining	Global		40	2 440 70
Organization culture and	resistance to change		58% 63%								52	% 44% 7% % 41% 8%
	resistance to change		49% 46%									
Inability to attract talent to	o the industry		44% 37%									
Insufficient understanding	g of opportunities											
A Outdated or inflexible reg	gulatory framework		38% 25%									
	A		38% 39%									
Talent availability outloo	k			DEI Action	IS							
Talent trend	a success the first state of the	- 104 - 4 - 5	<i>C</i>	Share of en	nployers su	urveyed pla	nning to in	plement the	diversity, e	quity and	inclusion me	asure
Improving A Global aver	rage Worsening & Globa	anty to improve or worsen i Il average	n live years	64 1a	ilobal 48		61	Global 51		57	7 Global 42	
Talent availability when hi	iring			Targeted rec progression	ruitment, reter nitiatives	ntion and	Run com manage	prehensive DEI t s and staff	raining for	Set D	El goals, targets o	or quotas
-100%	*	A	+100% 21%									
Talent development of ex	sisting workforce		+100% 63%	AI Strateg	y							
	*		A	Share of en	nployers su	urveyed pla ence	nning to in	plement the	stated stra	tegy in re	sponse to Al	s increasing
37% -100%	g worktorce		+100% 37%	- ap and my c	a provene							

89 Global 77 Reskilling and upskilling your existing workforce to better work alongside Al 70 I Global 69

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

70 | Global 62

Hiring new people with skills to better work alongside Al

Regional average Income Grou	p average					
INDICATORS			INDICATORS			
Labour force participation	(2023)	65%	Secondary Education Attainment	(2023)		60%
Vulnerable employment	(2022)	28%	Tertiary Education Attainment	(2023)		22%
Share of youth not in employment, education, or training (NEET)	(2023)	21%	Ease of finding skilled employees in local labour market	(2024)		4
Unemployment rate	(2023)	6%	Fill vacancies by hiring foreign	(000 0)		
Unemployment rate among workers with basic edu.	(2023)	7%	labour	(2024)		3
Unemployment rate among workers with advanced edu.	(2023)	4%	Country investment in mid-career training	(2022)		3

Jobs and Skills outlook

24% Giobal 22%	37% Giobal 39%	92% Giobal 83%	96% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Ageing and declining working- age populations 41%
Increased efforts and investments to reduce carbon	53% 47%	Increased geopolitical division 37% and conflicts 34%
Increased efforts and investments to adapt to climate	49% 419	Growing working-age 28% 24% 24%
Rising cost of living, higher prices or inflation	49% 50%	Increased government subsidies 23% and industrial policy 21%
Slower economic growth	48%	Stricter anti-trust and competition 23% regulations 17%
Increased focus on labour and social issues	47%	Increased restrictions to global trade and investment 21%

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global

distribution

technologies

Jobs outlook

AI and information processing

technologies (big data, VR, AR...

Robots and autonomous systems

Energy generation, storage and

New materials and composites

Sensing, laser and optical

Semiconductors and computing 92% 86% 26% 20% technologies Biotechnology and gene 64% 58% 19% 11% technologies Satellites and space 14% 9% 42% 41% technologies 37% 14% Quantum and encryption 30% 12% 27% 18%

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 displacement	Net Growth	wth		
1. Net growth 2. Globa	I net growth 3. Churn	NET GROWTH	1. 100%	2.	з.
AI and Machine Learning Specialists	g		64	82	64
Data Analysts and Scien	itists		46	41	46
Business Development Professionals			16	19	16
General and Operations Managers		II,	-2	4	12
Assembly and Factory V	Vorkers		-4	0	17
Administrative Assistants	s and		-22	-20	23

Economy A Global	
CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030
Resilience, flexibility and agility	AI and big data
80	% 93%
Analytical thinking	Creative thinking
70	% 71%
Leadership and social influence	Technological literacy
67	% 69%
Creative thinking	Curiosity and lifelong learning
64	% 65%
Curiosity and lifelong learning	Networks and cybersecurity
63'	% 64%

Upskilling and reskilling	outlook												
33 Giobal 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	r			Public policy									
Human-machine frontie % of tasks completed by Human Global d ALL TASKS	r predominantly people, pre Combination Global	dominantly technology, or a Technology 📕 Global	a combination of both	Public polic Share of res the talent av Economy	ies to im pondents ailability ▲ Global	1prove taler 3 who agree	nt availab that the p	ility articular pub	lic policy ha	is the grea	atest potential t ECONOM	o increas Y GLOB	se BAL
Now		_	47% 34% 19% 48% 30% 22%	Flexibility on Improvemen	hiring an ts to pub	id firing prac	ctices an systems	5			57%	44%	6
			33% 35% 32% 33% 33% 34%	Funding for Provision of	reskilling reskilling	and upskilli and upskilli	ing ing	•			49%	55%	6
Kan kantan ƙalanta				Flexibility on	setting w	vages		х			31%	38%	6
Transformation barriers Share of organisations su	rveyed expecting the barri	ers will hinder their organis	ation transformation	Wage trend Share of org	s anization	is projecting	g the share	of wages ar	nd other form	ns of work	kers' compensa	ition as	
Economy A Global Skills gaps in the labour r Organization culture and	narket		ECONOMY GLOBAL	Growing	Global	Similar	Global	Declinin	g Global		34% 52%	57% 41%	8% 8%
Outdated or inflexible reg	gulatory framework		45% 46% 38% 39%										
Lack of adequate data an Inability to attract talent to	technical infrastructure		32% 32% 31% 37%										
Talent availability outlool	k			DEI Actions	5								
Talent trend Share of respondents who Improving & Global aver Talent availability when hi	o expect their talent availat rage Worsening & Globa iring	bility to improve or worsen i I average	n five years	Share of em	ployers s obal 51 ensive DEI tr	urveyed pla	anning to in 59 Targete	Global 48	e diversity, e	quity and	inclusion meas Global 42	ure	_
48% -100%	*	*	+100% 23%	managers and	l staff		progres	sion initiatives					
Talent development of exit 4% -100% Talent retention of exiting	isting workforce		+100% 75%	Al Strategy Share of em capability ar	ployers s id prevale	urveyed pla	anning to i	mplement the	e stated stra	tegy in res	sponse to Al's i	ncreasir	ng
24% -100%			+100% 45%	91 I GI	obal 77		73	Global 69		71	Global 62		

Reskilling and upskilling your existing workforce to better work alongside AI

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

Global 62

Hiring new people with skills to better work alongside AI

27.9

Contextual indicators

Canada

INDICATORS			INDICATORS			
Labour force participation	(2023)	66%	Secondary Education Attainment	(2023)		90%
Vulnerable employment	(2022)	10%	Tertiary Education Attainment	(2023)		68%
Share of youth not in employment, education, or training (NEET)	(2023)	12%	Ease of finding skilled employees in local labour market	^s (2024)		5
Unemployment rate	(2023)	5%	Fill vacancies by hiring foreign	(000.4)		
Unemployment rate among workers with basic edu.	(2023)	8%	Fill vacancies by hiring foreign (labour	(2024)		5
Unemployment rate among workers with advanced edu.	(2023)	4%	Country investment in mid-career training	(2022)		5

Jobs and Skills outlook

22% Global 22%	37% Global 39%	96% Giobal 83%	94% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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

70% 60%	Ageing and declining working- age populations		42% 40%
58% 34%	Increased focus on labour and social issues		41% 46%
54% 47%	Growing working-age populations		30% 24%
52% 41%	Increased restrictions to global trade and investment		27% 23%
52% 42%	Increased government subsidies and industrial policy		16% 21%
47% 50%	Stricter anti-trust and competition regulations		16% 17%
	70% 60% 58% 34% 54% 47% 52% 41% 52% 42% 42% 50%	70% Ageing and declining working- age populations 60% age populations 58% Increased focus on labour and social issues 54% Growing working-age populations 54% Growing working-age populations 52% Increased restrictions to global trade and investment 52% Increased government subsidies and industrial policy 47% Stricter anti-trust and competition regulations	70% Ageing and declining working- age populations 58% Increased focus on labour and social issues 54% Growing working-age populations 54% Growing working-age populations 54% Increased restrictions to global trade and investment 52% Increased government subsidies and industrial policy 52% Stricter anti-trust and competition regulations

20%

Skill outlook

Skills of increasing use by 2030

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	
Robots and autonomous systems	
Energy generation, storage and distribution	
New materials and composites	
Semiconductors and computing technologies	
Jobs outlook	

97% 86%	Sensing, laser and optical technologies	17% 18%
54% 58%	Quantum and encryption	14% 12%
40% 41%	Biotechnology and gene technologies	11% 11%
24% 30%	Satellites and space technologies	6% 9%
21%		

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 Jo	b displacement	let Growth A Global net growth	h			
1. Net growth 2. Global net grow	wth 3. Churn					
	-100%	0 NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists			•	103	82	103
Data Analysts and Scientists				36	41	37
Lawyers		ļ		3	2	10
Managing Directors and Chief Executives		I,		-2	5	3
Business Services and Administration Managers		Ц		-4	-7	15
Accountants and Auditors		<u> </u>		-6	-8	10



Canada

Upskilling and reskilling of	outlook											
32 Global 41 Would not need training by 2030	31 I Global 29 Would be upskilled in their current role	25 Giobal 19 Would be upskilled and redeployed	12 Global 11 Would be unlikely to upskill									
Human-machine frontier				Public policy								
Human-machine frontier % of tasks completed by Human Global ALL TASKS	r predominantly people, pre Combination 📕 Global 📕	dominantly technology, or Technology 🔲 Global	a combination of both	Public policies to improve Share of respondents who a the talent availability Economy A Global	talent availability gree that the particular public p	policy has the greate	est potential to) increase				
Now		_	48% 33% 20% 48% 30% 22%	Provision of reskilling and up Funding for reskilling and up	skilling A skilling		54%	52%				
2030			29% 38% 33% 33% 33% 34%	Flexibility on hiring and firing	practices		48%	44%				
				Changes to immigration laws	\$ 5		42%	47%				
Key barriers for business	s transformation			Wage outlook								
Transformation barriers Share of organisations su Economy A Global Skills gaps in the labour m Organization culture and Inability to attract talent to Lack of adequate data ar Insufficient understanding	rveyed expecting the barri narket resistance to change the industry nd technical infrastructure g of opportunities	ers will hinder their organis	ation transformation ECONOMY GLOBAL 63% 63% 41% 46% 37% 37% 34% 32% 27% 25%	Wage trends Share of organizations project percentage of the company! Growing Global Sir	cting the share of wages and o s total revenues nilar Global Declining	ther forms of worker	46% 52%	ion as 42% 12% 41% 8%				
Talent availability outlook	ĸ			DEI Actions	d alegains to implement the di	uncity, anythic and in						
Alent trend Share of respondents who Improving A Global aver Talent availability when his 34% -100% Talent development of exi	o expect their talent availat age Worsening & Globa ring isting workforce	bility to improve or worsen i Il average	+100% 26%	T4 I Global 51 Run comprehensive DEI training for managers and staff	62 I Global 48 Targeted recruitment, retentio progression initiatives	n and Set DEI §	Global 42	Jotas				
2% -100%			+100% 64%	Share of employers surveyed	d planning to implement the sta	ated strategy in resp	onse to Al's in	ncreasing				
18% -100%	g worktorce	*	+100% 32%	90 Global 77	78 Global 69	71	Global 62					

Reskilling and upskilling your existing workforce to better work alongside Al

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

Hiring new people with skills to better work alongside AI

1008.8

Contextual indicators

Regional average Income Group	average							
INDICATORS				INDICATORS				
Labour force participation	-		NA	Secondary Education Attainment	(2020)			32%
Vulnerable employment	(2022)		42%	Tertiary Education Attainment	(2020)			16%
Share of youth not in employment, education, or training (NEET)	-		NA	Ease of finding skilled employees in local labour market	(2022)			5
Unemployment rate	-		NA	Fill vacancies by hiring foreign	(0000)			
Unemployment rate among workers with basic edu.	-		NA	labour	(2022)			4
Unemployment rate among workers with advanced edu.	-		NA	Country investment in mid-career training	(2022)			5
Jobs and Skills outlook								

18% Giobal 22%	33% Global 39%	92% Giobal 83%	94% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Ageing and declining working- age populations			47% 40%
Broadening digital access	62% 60%	Increased focus on labour and social issues			33% 46%
Increased efforts and investments to adapt to climate	56% 41%	Increased restrictions to global trade and investment			32% 23%
Increased geopolitical division and conflicts	56% 34%	Increased government subsidies and industrial policy	_	1	2 <mark>3%</mark> 21%
Rising cost of living, higher prices or inflation	50% 50%	Growing working-age populations		1	22% 24%
Slower economic growth	47% 42%	Stricter anti-trust and competition regulations			1 <mark>6%</mark> 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	
Al and information processing technologies (big data, VR, AR	90% Sensing, laser and optical 86% technologies
Robots and autonomous systems	65% Biotechnology and gene 58% technologies
Energy generation, storage and distribution	47% 41% Quantum and encryption
New materials and composites	43% Satellites and space 30% technologies
Semiconductors and computing technologies	32% 20%
Jobs outlook	Skill 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	ob displacement	Net Growth				
1. Net growth 2. Global net gro	wth 3. Churr	1				
	-100%	NET GROWTH	100%	1.	2.	З.
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		II,		-3	4	8
Assembly and Factory Workers				-4	0	18
Administrative Assistants and Executive Secretaries		<u>,</u>		-18	-20	19



Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy A Global CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Analytical thinking AI and big data 76% 88% Networks and cybersecurity Resilience, flexibility and agility 68% 68% Leadership and social influence Creative thinking 63% 66% Creative thinking Technological literacy 62% 62% Motivation and self-awareness Resilience, flexibility and agility 61% 58% .

1008.8

Upskilling and reskilling o	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	H Global 11 Would be unlikely to up:	skill						
Human-machine frontier					Public policy					
Human-machine frontier % of tasks completed by p	predominantly people, pre	dominantly technology, or a	a combination of bot	:h	Public policies to improve talent Share of respondents who agree the the talent availability	availability nat the particula	r public policy has t	he greatest p	otential to	increase
ALL TASKS	combination 🔤 Global	lechnology 🗾 Global			Economy A Global	9		E	ECONOMY	GLOBAL
2030			44% 33% 48% 30%	23% 22%	Flexibility on hiring and firing pract	ices			53%	55% 44%
			29% 37% 33% 33%	34% 34%	Provision of reskilling and upskilling				44%	52%
					Improvements to public education	systems			37%	26%
Key barriers for business	transformation				Wage outlook	*			37%	47%
Share of organisations sur Economy A Global Skills gaps in the labour m Organization culture and r Inability to attract talent to Outdated or inflexible regu	narket	ers will hinder their organis	ation transformation ECONOMY GLO 50% 63 49% 46 38% 37 32% 39	18AL 1% 1%	Share of organizations projecting the percentage of the company's total Growing Global Similar	he share of wag revenues	es and other forms of clining Global	of workers' ca	47% 47% 52%	on as 46% 8% 41% 8%
Lack of adequate data an	d technical infrastructure		31% 32	!%	DEI Actions					
Talent trend					Share of employers surveyed plan	ning to impleme	ent the diversity, equi	ity and inclus	ion measu	ire
Share of respondents who Improving & Global avera Talent availability when hir 45% -100%	expect their talent availab age Worsening & Globa ing	illity to improve or worsen in I average	n five years +100%	26%	55 Global 51 Run comprehensive DEI training for managers and staff	50 I Globa Set DEI goals, tar	I 42	47 Gio Targeted recru progression ini	itment, retent	ion and
Talent development of exis 3% -100%	- sting workforce	-	+100%	68%	Al Strategy Share of employers surveyed plan	ning to impleme	ent the stated strated	y in response	e to Al's in	creasing
Talent retention of existing 19% -100%	workforce	A	+100%	34%	capability and prevalence	65 I Globa	1 69	65 GI	obal 49	5

Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills Reskilling and upskilling your existing workforce to better work alongside AI

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

Colombia

Regional average Income Group	average							
INDICATORS				INDICATORS				
Labour force participation	(2023)		69%	Secondary Education Attainment	(2023)		5	57%
Vulnerable employment	(2022)		44%	Tertiary Education Attainment	(2023)		2	27%
Share of youth not in employment, education, or training (NEET)	(2023)		23%	Ease of finding skilled employees in local labour market	(2024)			5
Unemployment rate	(2023)		8%	Fill vacancies by biring foreign	(000.0)			
Unemployment rate among workers with basic edu.	(2023)		8%	labour	(2024)			4
Unemployment rate among workers with advanced edu.	(2023)		8%	Country investment in mid-career training	(2022)			3

Jobs and Skills outlook

14% Giobal 22%	44% Giobal 39%	100% Global 83%	100% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Ageing and declining working- age populations	35	5% 10%
Increased efforts and investments to reduce carbon	48%	Increased restrictions to global trade and investment	26	3% 23%
Increased focus on labour and social issues	44%	Rising cost of living, higher prices or inflation	26	<mark>3%</mark> 50%
Increased efforts and investments to adapt to climate	35% 41%	Increased government subsidies and industrial policy	22	<mark>2%</mark> 21%
Slower economic growth	35% 42%	Growing working-age populations	17	7% 24%
Increased geopolitical division and conflicts	35% 34%	Stricter anti-trust and competition regulations	17	7% 17%

26% 30% 13% 20%

Technology trends

Technology trends driving business transformation

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

Economy Global	
Al and information processing technologies (big data, VR, AR	
Energy generation, storage and distribution	
Robots and autonomous systems	
New materials and composites	
Semiconductors and computing technologies	

91% 86%	Satellites and space technologies	9% 9%
52% 41%	Quantum and encryption	9% 12%
48% 58%	Sensing, laser and optical technologies	9% 18%
26% 30%	Biotechnology and gene technologies	4% 11%

Key roles for business transformation

Jobs outlook

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

Net growth Job Growth Jo	b displacement	Net Growth				
1. Net growth 2. Global net grow	wth 3. Churn					
	-100%	0	100%	1.	2.	З.
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		ų		-1	2	7
Administrative Assistants and Executive Secretaries		ļ.		-24	-20	24

Skill outlook	
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Skills of increasing use by 2030

Skills of the most increase in use by $2030\,$



Colombia

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				Public policy		
Human-machine frontier % of tasks completed by Human Global	r predominantly people, pre Combination Global	dominantly technology, or : Technology 📕 Global	a combination of both	Public policies to improve talen Share of respondents who agree t the talent availability Economy A Global	t availability hat the particular public policy ha	s the greatest potential to increase
ALL TASKS Now				Funding for reskilling and upskillin	g	ECONOMY GLOBAL
			48% 29% 23% 48% 30% 22%	Provision of reskilling and upskillin	lg l	60% 55%
2030			34% 29% 37%	Changes to labour laws related to	remote work	60% 52%
			33% 33% 34%			53% 36%
				Flexibility on setting wages		40% 38%
				Flexibility on hiring and firing prac	tices	40% 44%
Key barriers for business	s transformation			Wage outlook		
Share of organisations su Economy A Global Skills gaps in the labour m Outdated or inflexible reg Inability to attract talent to Insufficient understanding Organization culture and	nveyed expecting the barring t	ers will hinder their organis	ECONOMY GLOBAL 65% 63% 61% 39% 35% 37% 26% 25% 22% 46%	Share of organizations projecting percentage of the company's total Growing Global Similar	the share of wages and other form I revenues Global Declining Global	as of workers' compensation as 36% 57% 7% 52% 41% 8%
Talent availability outlook	k			DEI Actions		
Talent trend Share of respondents who	o expect their talent availa	bility to improve or worsen i	in five years	Share of employers surveyed plan	nning to implement the diversity, e	quity and inclusion measure
Improving A Global aver Talent availability when hi 40% -100%	rage Worsening & Globa	il average	+100% 47%	60 I Global 51 Run comprehensive DEI training for managers and staff	47 I Global 42 Set DEI goals, targets or quotas	47 Global 39 Pay equity reviews and salary audits
Talent development of exi	isting workforce			AI Strategy		
7% -100%	A		+100% 67%	Share of employers surveyed plar capability and prevalence	nning to implement the stated strat	egy in response to AI's increasing
47% -100%	J worktorce	A	+100% 47%	71 I Global 69	71 Global 77	71 Giobal 49

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

Reskilling and upskilling your existing workforce to better work alongside Al

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

Regional average Income Grou	ip average					
INDICATORS			INDICATORS			
Labour force participation	(2023)	64%	Secondary Education Attainment	(2022)		91%
Vulnerable employment	(2022)	14%	Tertiary Education Attainment	(2022)		23%
Share of youth not in employment, education, or training (NEET)	(2023)	6%	Ease of finding skilled employees in local labour market	(2024)		3
Unemployment rate	(2023)	2%	Fill vacancies by hiring foreign	()		
Unemployment rate among workers with basic edu.	(2023)	4%	labour	(2024)		3
Unemployment rate among workers with advanced edu.	(2023)	1%	Country investment in mid-career training	(2022)		4

1/2

Jobs and Skills outlook

13% Giobal 22%	30% Giobal 39%	94% Giobal 83%	82% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	44% 41%
Broadening digital access	61% 60%	Increased focus on labour and social issues	39% 46%
Ageing and declining working- age populations	61% 40%	Growing working-age populations	30% 24%
Rising cost of living, higher prices or inflation	48% 50%	Increased government subsidies and industrial policy	17% 21%
Slower economic growth	48% 42%	Increased restrictions to global trade and investment	17% 23%
Increased geopolitical division and conflicts	48% 34%		

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	87% 86%	Sensing, laser and optical technologies	17% 18%
Robots and autonomous systems	65% 58%	Satellites and space technologies	4% 9%
Energy generation, storage and distribution	65% 41%	Quantum and encryption	4% 12%
New materials and composites	35% 30%	Biotechnology and gene technologies	4% 11%
Semiconductors and computing technologies	26% 20%		

Curiosity and lifelong learning

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 Jo	b displacement	Net Growth A Global net growth				
1. Net growth 2. Global net grow	vth 3. Churn	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists		I	•	63	82	63
Data Engineers				43	36	43
Business Intelligence Analysts				16	18	29
Human Resources Specialists		Ņ		4	5	4
Assembly and Factory Workers				-13	0	17
Administrative Assistants and Executive Secretaries		<u></u>		-20	-20	20



60%

50%

Systems thinking

Future of Jobs Report 2025 130

.

67%

61%

Czech Republic

Upskilling and reskilling c	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 up	skill					
Human-machine frontier					Public policy				
Human-machine frontier % of tasks completed by p	predominantly people, pre	dominantly technology, or a	a combination of bot	th	Public policies to improve talent Share of respondents who agree the the talent availability	availability nat the particular public policy has	the greatest p	potential to	increase
ALL TASKS	Combination Global	Technology 🔤 Global			Economy • Global Funding for reskilling and upskilling	9		ECONOMY	GLOBAL
			45% 35% 48% 30%	20% 22%	Flexibility on hiring and firing pract	ices		59%	55%
2030	_		32% 36% 33% 33%	31% 34%	Wage subsidies			47%	44% 26%
					Improvements to public education	systems		41% 35%	38% 47%
Key barriers for business	transformation				Wage outlook				
Iranstormation barriers Share of organisations sur Economy A Global Skills gaps in the labour m Organization culture and r Inability to attract talent to Outdated or inflexible regulation Dutdated or inflexible regulation	resistance to change the industry	ers will hinder their organis	ation transformation ECONOMY GLO 61% 63 44% 46 39% 37 30% 39	9 BAL 9% 9%	Wage trends Share of organizations projecting t percentage of the company's total Growing Global Similar	he share of wages and other forms revenues Global Declining Global	s of workers' c	ompensati	Dn as
Talent availability outlook			30% 32	2%	DELActions				
Talent trend					Share of employers surveyed plan	ning to implement the diversity equ	uity and inclus	sion measu	re
Share of respondents who Improving A Global avera Talent availability when hir 53% -100%	expect their talent availab age Worsening & Globa ing	vility to improve or worsen i I average	n five years +100%	6%	47 Global 42 Set DEI goals, targets or quotas	35 Global 51 Run comprehensive DEI training for managers and staff	29 GI Anti-harrasme	obal 33	
Talent development of exis 12% -100%	sting workforce	•	+100%	65%	Al Strategy Share of employers surveyed plan	ning to implement the stated strate	gy in respons	e to Al's in	creasing
Talent retention of existing 18%	workforce	Å	+100%	41%	Capability and prevalence	71 Giobal 77	71	lobal 47	

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

Reskilling and upskilling your existing workforce to better work alongside AI

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

Denmark

INDICATORS			INDICATORS		
Labour force participation	(2023)	64%	Secondary Education Attainment	(2022)	77%
Vulnerable employment	(2022)	6%	Tertiary Education Attainment	(2022)	37%
Share of youth not in employment, education, or training (NEET)	(2023)	7%	Ease of finding skilled employees in local labour market	⁶ (2024)	5
Unemployment rate	(2023)	4%	Fill vacancies by biring foreign	(222.4)	
Unemployment rate among workers with basic edu.	(2023)	6%	labour	(2024)	5
Unemployment rate among workers with advanced edu.	(2023)	4%	Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

10% Giobal 22%	28% Giobal 39%	95% Giobal 83%	100% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Rising cost of living, higher prices or inflation	33% 50%
Increased focus on labour and social issues	52% 46%	Slower economic growth	30% 42%
Increased efforts and investments to reduce carbon	48% 47%	Stricter anti-trust and competition regulations	26% 17%
Increased geopolitical division and conflicts	48% 34%	Increased government subsidies and industrial policy	22% 21%
Broadening digital access	44% 60%	Growing working-age populations	15% 24%
Ageing and declining working- age populations	44% 40%	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 96% 86% technologies (big data, VR, AR... 63% Robots and autonomous systems 58% 30% New materials and composites 30% Energy generation, storage and 30% distribution 41% Semiconductors and computing 22% technologies 20% Jobs outlook Skill outlook

Satellites and space technologies	_	11% 9%
Quantum and encryption		7% 12%
Sensing, laser and optical technologies		7% 18%
Biotechnology and gene technologies		7% 11%

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	b displacement	Net Growth A Glo	obal net growth				
1. Net growth 2. Global net gro	wth 3. Churn						
	100%	NET GROWT	Ή	100%	ι.	2.	з.
AL and Machina Learning	- 100 /8	0		100 %			
Specialists					55	82	55
Data Analysts and Scientists			ļ		40	41	40
Financial Analysts		I			8	3	16
Accountants and Auditors					-1	-8	8
Administrative Assistants and Executive Secretaries		_ _ _			-9	-20	9
Accounting, Bookkeeping and Payroll Clerks		, C			-10	-18	10

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 AI and big data 95% 95% Leadership and social influence Networks and cybersecurity 79% 75% Resilience, flexibility and agility Curiosity and lifelong learning 75% 75% Motivation and self-awareness Creative thinking 70% 65% Technological literacy Creative thinking 63% 60%

Denmark

Upskilling and reskilling o	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					Public policy						
Human-machine frontier % of tasks completed by p	predominantly people, pre	dominantly technology, or	a combination of I	both	Public policies to i Share of responden the talent availability	mprove talent a ts who agree th /	availability at the particular pub	lic policy has th	e greatest pot	ential to i	increase
ALL TASKS		Giobai			Economy Globa	al g and upskilling			EC	ONOMY	GLOBAL
2030			54% 30° 48% 30°	% 16% % 22%	Provision of reskilling	g and upskilling	*			63%	55%
			36% 37 9 33% 33 9	% 27% % 34%	Flexibility on hiring a Changes to labour I	and firing praction	emote work			53%	44%
					Improvements to pu	blic education s	systems			42% 42%	36% 47%
Key barriers for business	transformation				Wage outlook						
Share of organisations sur Economy A Global Skills gaps in the labour m Organization culture and r Insufficient understanding Lack of adequate data an Inability to attract talent to	resistance to change	ers will hinder their organis	ECONOMY G 56% 52% 30% 30% 26% 26%	on GOBAL 63% 46% 25% 32% 37%	Share of organization percentage of the c Growing Globa	ns projecting th ompany's total r al Similar	e share of wages an evenues Global Declining	d other forms c	of workers' com	32% 4 52% 4	in as .7% 21% .1% 8%
Talent availability outlook	:				DEI Actions						
Talent trend Share of respondents who Improving * Global average	expect their talent availab age Worsening & Globa	bility to improve or worsen i I average	in five years		Share of employers 74 Global 51	surveyed plann	ing to implement the	e diversity, equit	y and inclusion	n measur	e
Talent availability when hir 63%	ing A	*	+100%	16%	Run comprehensive DEI managers and staff	I training for	Targeted recruitment, retr progression initiatives	ention and	Pay equity review	s and salar	y audits
Talent development of exist 0% -100%	sting workforce		+ 100%	79%	Al Strategy Share of employers capability and preva	surveyed plann alence	ing to implement the	stated strategy	y in response to	o Al's inc	creasing
21% -100%	worktorce	*	+100%	26%	90 Global 77		84 Global 69		68 Globa	62	

Reskilling and upskilling your existing workforce to better work alongside Al

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

INDICATORS				INDICATORS			
Labour force participation	(2022)		50%	Secondary Education Attainment	(2022)		54%
Vulnerable employment	(2022)		24%	Tertiary Education Attainment	(2022)		17%
Share of youth not in employment, education, or training (NEET)	(2022)		27%	Ease of finding skilled employees in local labour market	⁶ (2024)		5
Unemployment rate	(2022)		5%	Fill vacancies by hiring foreign	(000.0)		
Unemployment rate among workers with basic edu.	(2023)		3%	labour	(2024)		4
Unemployment rate among workers with advanced edu.	(2022)		11%	Country investment in mid-career training	(2022)		4

Jobs	and	Skills	out	001

17% Giobal 22%	48% Global 39%	70% Giobal 83%	78% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	61% 50%	Increased government subsidies and industrial policy	35% 21%
Slower economic growth	50% 42%	Increased restrictions to global trade and investment	26% 23%
Broadening digital access	49% 60%	Increased focus on labour and social issues	26% 46%
Increased efforts and investments to adapt to climate	41% 41%	Ageing and declining working- age populations	26% 40%
Increased geopolitical division and conflicts	39% 34%	Stricter anti-trust and competition regulations	18% 17%
Increased efforts and investments to reduce carbon	36% 47%	Growing working-age populations	17% 24%

Skill outlook

-8 10

5 5

-18 24

-16

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Technology trends

distribution

technologies

Jobs outlook

Technology trends driving business transformation

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

Economy	Global
Al and infor	mation processing

Robots and autonomous systems Energy generation, storage and

Semiconductors and computing

New materials and composites

Accountants and Auditors

Executives

Payroll Clerks

Managing Directors and Chief

Accounting, Bookkeeping and

79% 86%	Sensing, laser and optical technologies	13% 18%
51% 58%	Biotechnology and gene technologies	6% 11%
35% 41%	Satellites and space technologies	5% 9%
29% 20%	Quantum and encryption	5% 12%
27% 30%		

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 A Global net growth 1. Net growth 2. Global net growth 3. Churn NET GROWTH З. 2. -100% Industrial and Production 15 9 D, 9 Engineers Assembly and Factory Workers I 0 20 Electrotechnology Engineers 15 I 4

Economy A Global				
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030		
Creative thinking		Al and big data		
	63%		I	73%
Analytical thinking		Technological literacy		
	48%	A		72%
Leadership and social influence		Networks and cybersecurity		
	46%			69%
Technological literacy		Resilience, flexibility and agility		
	46%		I.	62%
Al and big data		Leadership and social influence		
	45%		1	62%

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 Giobal 11 Would be unlikely to upskill			
Human-machine frontier	r			Public policy		
Human-machine frontie % of tasks completed by Human Global ALL TASKS	r predominantly people, pre Combination Global	edominantly technology, or Technology Global	r a combination of both	Public policies to improve taler Share of respondents who agree the talent availability Economy A Global	nt availability that the particular public policy	has the greatest potential to increase ECONOMY GLOBAL
Now			42% 22% 35% 48% 30% 22%	Funding for reskilling and upskilling	ng	54% 55%
2030			30% 25% 45% 33% 33% 34%	Improvements to public educatio	n systems	54% 52% 52% 47%
				Flexibility on setting wages	-	46% 26%
Key barriers for busines	s transformation			▲ Wage outlook		
Transformation barriers Share of organisations su Economy A Global	surveyed expecting the barr	iers will hinder their organi	isation transformation ECONOMY GLOBAL	Wage trends Share of organizations projecting percentage of the company's tota	the share of wages and other fo al revenues	orms of workers' compensation as
Skills gaps in the labour r	market		73% 63%	Growing Global Similar	Global Declining Glob	58% 28% 14%
Inability to attract talent to Organization culture and	o the industry		33% 37%			52% 41% 8%
Lack of adequate data an	nd technical infrastructure		33% 46% 33% 32%			
Outdated or inflexible reg	gulatory framework		31% 39%	DEL Actions		
Talent trend	ĸ			Share of employers surveyed pla	nning to implement the diversity	, equity and inclusion measure
Share of respondents while Improving & Global aver Talent availability when his 16%	io expect their talent availa rage Worsening & Glob iring	bility to improve or worsen al average	+100% 55%	33 Global 42 Set DEl goals, targets or quotas	331 Global 26 Support workers with caregiving responsibilities	32 Global 48 Targeted recruitment, retention and progression initiatives
Talent development of ex	- isting workforce			AI Strategy		
0% -100% Talent retention of existing	g workforce		+100% 77%	Share of employers surveyed pla capability and prevalence	nning to implement the stated st	trategy in response to AI's increasing
6% -100%			+100% 59%			

65 I Global 77

50 I Global 69

50 | Global 62

Reskilling and upskilling your existing workforce to better work alongside AI tools and enhancements appropriate for the organization-specific skills

to design AI Hiring new people with skills to better bropriate for work alongside AI

Estonia

Regional average Income Group	average				
INDICATORS			INDICATORS		
Labour force participation	(2023)	70%	Secondary Education Attainment	(2022)	86%
Vulnerable employment	(2022)	6%	Tertiary Education Attainment	(2022)	40%
Share of youth not in employment, education, or training (NEET)	(2023)	10%	Ease of finding skilled employees in local labour market	(2024)	 4
Unemployment rate	(2023)	5%	Fill vacancies by biring foreign		
Unemployment rate among workers with basic edu.	(2023)	9%	labour	(2024)	4
Unemployment rate among workers with advanced edu.	(2023)	4%	Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

13% Giobal 22%	37% Giobal 39%	95% Giobal 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

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

Al 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%

		20%
ind gene		<mark>8%</mark> 11%
bace		4% 9%
	and gene	nd gene and a second se

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 n	et arowth 3. Chur	n	

 Net growth Global net gro 	with 3. Churn					
		NET GROWTH		1.	2.	3.
	-100%	0	100%			
AI and Machine Learning				140	00	40
Specialists				43	02	43
Data Analysts and Scientists				30	41	30
		^		-		
Business Intelligence Analysts				16	18	16
Managing Directors and Chief		A				
Executives				14	5	14
General and Operations				7	4	10
Managers				I		
Accounting, Bookkeeping and				-13	-18	13
Payroll Clerks				10	10	10

Skills of increasing use by 2030

Skill outlook

Skills of the most increase in use by 2030



Estonia

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				Public po	olicy										
Human-machine frontier % of tasks completed by Human Global G ALL TASKS	r predominantly people, pre Combination Global	edominantly technology, or TechnologyGlobal	a combination of both	Public po Share of re the talent	licies to esponder availabilit y ▲Globa	improve t nts who ag y al	alent a	vailability t the parti	cular pul	olic polic	y has the	e greatest i	potential f	to increa	ise
Now			42% 40% 18% 48% 30% 22%	Flexibility Funding fo	on hiring or reskillin	and firing	practice skilling	es					50%	449	%
2030			29% 40% 31% 33% 33% 34%	Provision of	of reskillin ents to pu	ng and up: ublic educ	skilling ation sy	▲ vstems					50%	55° 52°	%
				Changes	to labour	laws relati	ed to re	mote work	<				50% 45%	479 369	%
Key barriers for business	s transformation			Wage ou	tlook										
Transformation barriers Share of organisations su Economy A Global Skills gaps in the labour n Organization culture and Inability to attract talent to Outdated or inflexible reg	rveyed expecting the barr narket resistance to change b the industry ullatory framework	iers will hinder their organi	ECONOMY GLOBAL 79% 63% 42% 46% 33% 37% 29% 39%	Wage tree Share of c percentag Growing	nds rrganizatio le of the o Glob	ons projec company's pal Sim	ting the	share of venues Global	wages a	nd other	forms of	i workers' c	ompensa 45% 52%	45% 41%	10% 8%
-	A		21% 32%												
Talent availability outlook	ĸ			DELACTIC	ons										
Improving * Global aver Talent availability when hii 70%	o expect their talent availa age Worsening & Globa ring	bility to improve or worsen al average	in five years +100% 0%	Share of e	mployers Global 39 reviews and	s SURVEYEC	I plannir	551 Targeted red progression	ement th Global 48 cruitment, re initiatives	e diversi	ty, equity	50 G Set DEI goals	obal 42	sure quotas	
Talent development of exit	isting workforce		+100% 55%	Al Strate Share of e capability	gy mployers and prev	s surveyec	plannir	ng to impl	ement th	e stated	strategy	in respons	e to Al's	increasi	ng
40% -100%		*	+100% 40%	75	Global 77			60 L	Global 47			55 16	lobal 69		

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

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

Reskilling and upskilling your existing workforce to better work alongside AI

INDICATORS			INDICATORS		
Labour force participation	(2023)	59%	Secondary Education Attainment	(2023)	78%
Vulnerable employment	(2022)	8%	Tertiary Education Attainment	(2023)	37%
Share of youth not in employment, education, or training (NEET)	(2023)	12%	Ease of finding skilled employees in local labour market	⁶ (2024)	 4
Unemployment rate	(2023)	6%	Fill vacancies by biring foreign	(000.0)	
Unemployment rate among workers with basic edu.	(2023)	11%	Fill vacancies by hiring foreign (: labour	(2024)	4
Unemployment rate among workers with advanced edu.	(2023)	5%	Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

19% Giobal 22%	33% Global 39%	93% Giobal 83%	95% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	57% 60%	Increased geopolitical division and conflicts	47% 34%
Increased efforts and investments to reduce carbon	55% 47%	Slower economic growth	40% 42%
Rising cost of living, higher prices or inflation	54% 50%	Increased restrictions to global trade and investment	26% 23%
Increased efforts and investments to adapt to climate	49% 41%	Growing working-age populations	24% 24%
Ageing and declining working- age populations	49% 40%	Stricter anti-trust and competition regulations	24% 17%
Increased focus on labour and social issues	47% 46%	Increased government subsidies and industrial policy	22% 21%

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global		
Al and information processing technologies (big data, VR, AR		
Robots and autonomous systems		
Energy generation, storage and distribution		
New materials and composites		
Semiconductors and computing technologies		
Jobs outlook		

92% 86%	Sensing, laser and optical technologies		20% 18%
63% 58%	Quantum and encryption		19% 12%
42% 41%	Biotechnology and gene technologies	-	17% 11%
34% 30%	Satellites and space technologies		11% 9%
31% 20%			

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	b displacement	Net Growth				
1. Net growth 2. Global net gro	wth 3. Churn	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists			1	72	82	72
Data Analysts and Scientists				26	41	27
Business Development Professionals				14	19	14
Managing Directors and Chief Executives		I,		0	5	4
General and Operations Managers		II,		-4	4	11
Assembly and Factory Workers		1		-8	0	19

Economy A Global	
CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030
Resilience, flexibility and agility	Al and big data
73	% 92%
Analytical thinking	Networks and cybersecurity
72	% 71%
Motivation and self-awareness	Curiosity and lifelong learning
59	% 70%
Leadership and social influence	Technological literacy
56	% 68%
Curiosity and lifelong learning	Environmental stewardship
53	65%

Upskilling and reskilling of	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	Use the unlikely to upskill								
Human-machine frontier				Public policy							
Human-machine frontier % of tasks completed by Human Global G ALL TASKS	r predominantly people, pre Combination 📕 Global 📕	dominantly technology, or a	a combination of both	Public policies to Share of responde the talent availabi Economy A Glo	> improve talen ents who agree lity bal	nt availability that the partic	cular public	policy has	the greates	t potential to	o increase Y GLOBAL
Now			46% 32% 22% 48% 30% 22%	Provision of reskill Funding for reskill	ing and upskillir ing and upskillir	ng				54%	52%
2030			32% 33% 35% 33% 33% 34%	Improvements to	public educatio	n systems				52%	55%
				Changes to labou Flexibility on hiring	r laws related to	o remote work	1			41%	36%
Key barriers for business	s transformation			Wage outlook		•				38%	44%
Transformation barriers Share of organisations sum Economy A Global Skills gaps in the labour m	rveyed expecting the barrie	ers will hinder their organis	ation transformation ECONOMY GLOBAL 55% 63%	Wage trends Share of organiza percentage of the Growing Glo	tions projecting company's tota bbal Similar	the share of v al revenues Global	wages and Declining	other forms	s of workers	' compensa 49%	tion as
Organization culture and in Inability to attract talent to	the industry		43% 46%							02,0	4170 070
Outdated or inflexible reg Lack of adequate data an	ulatory framework		36% 39%								
Talent availability outlook	A		36% 32%	DEI Actions							
Talent trend Share of respondents who	o expect their talent availab	ility to improve or worsen i	n five years	Share of employe	rs surveyed pla	nning to imple	ement the c	diversity, eq	uity and incl	usion meas	ure
Improving & Global avera Talent availability when hir 50% -100%	age Worsening & Globa ring	I average	+100% 31%	57 I Global 44 Targeted recruitment, progression initiatives	retention and	55 I G Run comprel managers ar	Blobal 51 hensive DEI tra hd staff	ining for	49 Pay equity	Global 39 reviews and sal	lary audits
Talent development of exi 5% -100%	sting workforce		+100% 63%	Al Strategy Share of emplove	rs surveyed pla	nning to imple	ement the s	stated strate	gy in respo	nse to Al's i	increasing
Talent retention of existing 23% -100%	g workforce	Å	+100% 27%	capability and pre	valence	76 1	ilobal 69		70	Global 62	5

Hiring new people with skills to better work alongside AI

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

Reskilling and upskilling your existing workforce to better work alongside Al

63.8

Contoutual inc	licotoro
Contextual inc	licators

Germany

Pagianal average Upagma Grav	0.000000				
Regional average Income Grou	ip average				
INDICATORS			INDICATORS		
Labour force participation	(2023)	62%	Secondary Education Attainment	(2022)	81%
Vulnerable employment	(2022)	5%	Tertiary Education Attainment	(2022)	30%
Share of youth not in employment, education, or training (NEET)	(2023)	7%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign	(000.0)	
Unemployment rate among workers with basic edu.	(2023)	6%	labour	(2024)	4
Unemployment rate among workers with advanced edu.	(2023)	2%	Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

21% Giobal 22%	34% Giobal 39%	93% Giobal 83%	92% Giobal 88%			
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure			
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	63% 60%	Slower economic growth	47% 42%
Increased efforts and investments to reduce carbon	60% 47%	Increased focus on labour and social issues	39% 46%
Increased geopolitical division and conflicts	52% 34%	Increased restrictions to global trade and investment	28% 23%
Increased efforts and investments to adapt to climate	51% 41%	Increased government subsidies and industrial policy	25% 21%
Ageing and declining working- age populations	48% 40%	Stricter anti-trust and competition regulations	23% 17%
Rising cost of living, higher prices or inflation	48% 50%	Growing working-age populations	21% 24%

20%

Skill outlook

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global		
Al and information processing technologies (big data, VR, AR		
Robots and autonomous systems		
Energy generation, storage and distribution		
New materials and composites		
Semiconductors and computing technologies		
Jobs outlook		

93% 86%	Sensing, laser and optical technologies		24% 18%
67% 58%	Quantum and encryption		18% 12%
42% 41%	Biotechnology and gene technologies	_	15% 11%
31% 30%	Satellites and space technologies	-	13% 9%
31%			

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	b displacement	Net Growth Global net growth				
1. Net growth 2. Global net gro	wth 3. Churr	n				
		NET GROWTH		1	2	3
	-100%	0	100%			
AI and Machine Learning				71	00	74
Specialists			•	11	02	/1
Data Analysta and Calentista						05
Data Analysts and Scientists				34	41	35
Managing Directors and Chief					_	_
Executives		l,		0	5	3
General and Operations						_
Managers				0	4	7
					_	
Assembly and Factory Workers				-5	0	18
Administrative Assistants and		_				
Executive Secretaries				-18	-20	19



Germany

Upskilling and reskilling o	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	United to united to upskill										
Human-machine frontier				Public polic	у								
Human-machine frontien % of tasks completed by Human Global Global	r predominantly people, pre Combination 📕 Global 📕	dominantly technology, or Technology 📕 Global	a combination of both	Public polic Share of resp the talent ava Economy	ies to improve condents who ag ailability A Global	agree that	vailability the partic	ular publi	c policy ha	s the great	est potent	ial to ir	ncrease
Now			44% 33% 23% 48% 30% 22%	Funding for r Flexibility on	eskilling and up hiring and firing	oskilling g practice	s				54	%	55%
2030			31% 35% 34% 33% 33% 34%	Improvemen Provision of r	ts to public educ	Lication system	stems				50	%	44% 47%
				Flexibility on	setting wages		*				36	%	52% 38%
Key barriers for business	s transformation			Wage outloo	ok								
Transformation barriers Share of organisations su Economy A Global Skills gaps in the labour n Organization culture and u Inability to attract talent to Lack of adequate data an Outdated or inflexible reg	rveyed expecting the barri narket resistance to change to the industry d technical infrastructure ulatory framework	ers will hinder their organis	ation transformation ECONOMY GLOBAL 57% 63% 50% 46% 37% 37% 36% 32% 35% 39%	Wage trends Share of orga percentage of Growing	anizations project of the company's Global Sin	ecting the 's total rev milar	share of v venues Global	vages and	d other form	ns of worke	rs' compe	nsation 9% 45 2% 41	n as 5% 7% 1% 8%
Talent availability outlook	< c			DEI Actions									
Talent trend Share of respondents who Improving & Global aver Talent availability when him 50% -100% Talent development of exit	o expect their talent availat age Worsening & Globa ring & isting workforce	ility to improve or worsen i I average	+100% 25%	56 I Glo Targeted recru progression ini AI Strategy	bioyers surveyed ibal 48 itment, retention and titatives	a plannin	g to imple 53 I G Run compreh managers an	ment the element the element the element the element of the elemen	aiversity, ea	Set DEI	Global 4:	2 s or quot:	as
4% -100% Talent retention of existing	g workforce		+100% 67%	Share of emp capability an	oloyers surveyed Id prevalence	d plannin	g to imple	ment the	stated strat	egy in resp	onse to A	l's incr	reasing
-100%	*	*	+100% 37%	84 I GIO	obal 77	·	73 16	lobal 69		65	Global 6	2	

Reskilling and upskilling your existing workforce to better work alongside Al

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 Al

8.0

Greece

Contextual indicators

Regional average Income Grou	ip average				
INDICATORS			INDICATORS		
Labour force participation	(2023)	56%	Secondary Education Attainment	(2022)	69%
Vulnerable employment	(2022)	30%	Tertiary Education Attainment	(2022)	30%
Share of youth not in					0070
employment, education, or training (NEET)	(2023)	13%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate	(2023)	10%	The second		
Unemployment rate among workers with basic edu.	(2023)	12%	labour	(2024)	3
Unemployment rate among workers with advanced edu.	(2023)	8%	Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

7% Global 22%	39% Global 39%	83% Giobal 83%	83% 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

Economy Global

Broadening digital access	74% 60%	Ageing and declining working- age populations	32% 40%
Increased focus on labour and social issues	63% 46%	Increased restrictions to global trade and investment	21% 23%
Rising cost of living, higher prices or inflation	58% 50%	Growing working-age populations	21% 24%
Increased efforts and investments to reduce carbon	53% 47%	Stricter anti-trust and competition regulations	21% 17%
Slower economic growth	53% 42%	Increased geopolitical division and conflicts	21% 34%
Increased efforts and investments to adapt to climate	37% 41%	Increased government subsidies and industrial policy	16% 21%

7

3

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%	New materials and composites
Robots and autonomous systems	68% 58%	Sensing, laser and optical technologies
Energy generation, storage and distribution	37% 41%	Biotechnology and gene technologies
Quantum and encryption	21% 12%	Satellites and space technologies
Semiconductors and computing technologies	21% 20%	
Jobs outlook		Skill outlook

New materials and composites	169 309
Sensing, laser and optical technologies	169 189
Biotechnology and gene technologies	119 119
Satellites and space technologies	5% 95

Key roles for business transformation

Managers

Financial Analysts

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

e						
Net growth Job Growth J	ob displacement	Net Growth				
1. Net growth 2. Global net gro	wth 3. Churn					
		NET GROWTH		1.	2.	3.
	-100%	0	100%			
AI and Machine Learning				1 10	00	10
Specialists				19	02	19
Project Managara				1 10	17	10
Floject Managers				10	17	10
Liuman Dagauraga Cagaiolista				1.45	-	
Human Resources Specialists				15	5	20
During and late literation Area busts						
business intelligence Analysis				14	18	14
General and Operations		-				

ĺ

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Greece

Upskilling and reskilling c	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				Public policy		
Human-machine frontier % of tasks completed by p	predominantly people, pre	dominantly technology, or a	a combination of both	Public policies to improve talent Share of respondents who agree t	t availability hat the particular public policy has	the greatest potential to increase
Human Global C	Combination 📕 Global 📕	Technology Global		Economy A Global		ECONOMY GLOBAL
Now			45% 29% 26% 48% 30% 22%	Punding for reskilling and upskillin Provision of reskilling and upskillin	g 	82% 55%
2030			28% 35% 36% 33% 33% 34%	Wage subsidies	*	64% 52% 64% 26%
				Changes to labour laws related to	remote work systems	55% 36%
Key barriers for business	transformation			Wage outlook	A	46% 47%
Share of organisations sur Economy A Global Skills gaps in the labour m Inability to attract talent to Insufficient understanding	narket the industry	ers will hinder their organis	ation transformation ECONOMY GLOBAL 58% 63% 53% 37% 32% 25%	Share of organizations projecting t percentage of the company's total Growing Global Similar	the share of wages and other forms revenues Global Declining Global	42% 58% 0% 52% 41% 8%
Organization culture and r	resistance to change		26% 46% 21% 27%			
Talent availability outlook	ζ			DEI Actions	ning to incolorgent the diversity of	uite and inclusion managemen
Talent treno Share of respondents who Improving A Global avera Talent availability when hir 25% -100%	o expect their talent availab age Worsening & Globa ing	illity to improve or worsen i	n five years +100% 33%	67 Global 48 Targeted recruitment, retention and progression initiatives	Ended DEI goals and solutions across the supply chain	58 Global 33 Anti-harrasment protocols
Talent development of exis 8% -100%	sting workforce		+100% 58%	Al Strategy Share of employers surveyed plan capability and prevalence	ning to implement the stated strate	egy in response to AI's increasing
17% -100%	worktorce	A	+100% 25%	75 Giobal 77	67 I Global 69	67 Giobal 62

Reskilling and upskilling your existing workforce to better work alongside Al

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

Hong Kong SAR, China

Contextual indicators

						1
Regional average Income Group a	average					
INDICATORS			INDICATORS		ma	
Labour force participation	(2023)	60%	Secondary Education Attainment	(2023)		66%
Vulnerable employment	(2022)	6%	Tertiary Education Attainment	(2023)		25%
Share of youth not in employment, education, or training (NEET)	(2023)	6%	Ease of finding skilled employees in local labour market	(2023)		5
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign	(2023)		
Unemployment rate among workers with basic edu.		NA	labour			4
Unemployment rate among workers with advanced edu.	(2023)	2%	Country investment in mid-career training	(2022)		4

1/2

Jobs and Skills outlook

15% Giobal 22%	35% Giobal 39%	94% 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

Economy Global

Broadening digital access	60% 60%	Ageing and declining working- age populations	44% 40%
Increased focus on labour and social issues	60% 46%	Growing working-age populations	40% 24%
Increased efforts and investments to reduce carbon	56% 47%	Increased restrictions to global trade and investment	36% 23%
Slower economic growth	52% 42%	Rising cost of living, higher prices or inflation	32% 50%
Increased efforts and investments to adapt to climate	48% 41%	Stricter anti-trust and competition regulations	16% 17%
Increased geopolitical division and conflicts	44% 34%	Increased government subsidies and industrial policy	<mark>8%</mark> 21%
Increased geopolitical division and conflicts	41% 44% 34%	regulations	

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	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	1 <mark>2%</mark> 20%
Biotechnology and gene technologies	12% 11%
Satellites and space technologies	8% 9%

Key roles for business transformation

Jobs outlook

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

Net growth	b displacement	Net Growth				
1. Net growth 2. Global net gro	wth 3. Chu	m				
		NET GROWTH		1	2	3
	-100%	0	100%			
Data Analysts and Scientists				26	41	26
AI and Machine Learning				26	82	26
Digital Transformation Specialis	ts		•	21	35	21
Lawyers				8	2	15
Compliance Officers				7	11	9
Accountants and Auditors		Î		-3	-8	7

Skill outlook

Economy A Global

Skills of increasing use by 2030

Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030 Al and big data


Hong Kong SAR, China

Upskilling and reskilling outlook											
34 [Global 41 35 [Global 29 200 Would not need training by 2000 Would be upskilled in their current role Would	D Global 19 d be upskilled and sloyed	Mould be unlikely	11 to upskill								
Human-machine frontier				Public policy							
Human-machine frontier % of tasks completed by predominantly people, predomina Human Global Combination Global Technol	antly technology, or a ogy 📕 Global	combination c	f both	Public policie Share of response the talent ava	es to improve tale ondents who agre ilability Global	ent availabil e that the pa	l ity articular public	e policy has t	he greates	t potential to	increase
Now	_	44% 3 48% 3	1% 25% 0% 22%	Funding for re Provision of re	eskilling and upskil eskilling and upskil	lling	*			53%	55%
2030		28% 2 33% 3	8% 43% 3% 34%	Flexibility on h	niring and firing pra	actices				41%	52% 44%
				Improvements	s to public educati	ion systems				29%	38% 47%
Key barriers for business transformation				Wage outloo	k						
Transformation barriers Share of organisations surveyed expecting the barriers will Economy Global Skills gaps in the labour market Inability to attract talent to the industry	hinder their organisa	tion transforma ECONOMY 52%	ation GLOBAL 63%	Growing	nizations projectin f the company's to Global Similar	ig the share of th	of wages and	other forms	of workers'	* compensati 18% 52%	on as 65% 17% 41% 8%
Organization culture and resistance to change		40%	46%								
Talent availability outlook		32%	27%	DEI Actions							
Talent trend				Share of emp	loyers surveyed pl	lanning to im	plement the o	diversity, equi	ty and incl	usion measu	ire
Share of respondents who expect their talent availability to Improving & Global average Worsening & Global average Talent availability when hiring 41% <a href="https://www.com/com/com/com/com/com/com/com/com/com/</td> <td>improve or worsen in ge</td> <td>five years +100%</td> <td>41%</td> <td>82 I Glob Targeted recruit progression initi</td> <td>ment, retention and atives</td> <td></td> <td>Global 51 prehensive DEI tra s and staff</td> <td>aining for</td> <td>53 Set DEI goo</td> <td>Global 42 als, targets or qu</td> <td>otas</td>	improve or worsen in ge	five years +100%	41%	82 I Glob Targeted recruit progression initi	ment, retention and atives		Global 51 prehensive DEI tra s and staff	aining for	53 Set DEI goo	Global 42 als, targets or qu	otas
Talent development of existing workforce				AI Strategy							
6% -100%		+100%	47%	Share of emp capability and	loyers surveyed pl I prevalence	lanning to im	plement the s	stated strateg	y in respo	nse to Al's in	creasing

94 | Global 77 Reskilling and upskilling your existing 65 I 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

7.1

Hungary

Contextual indicators

Regional average Income Group a	average					
INDICATORS				INDICATORS		
Labour force participation	(2023)		65%	Secondary Education Attainment	(2022)	83%
Vulnerable employment	(2022)		8%	Tertiary Education Attainment	(2022)	27%
Share of youth not in employment, education, or training (NEET)	(2023)		10%	Ease of finding skilled employees in local labour market	(2024)	3
Unemployment rate	(2023)		4%	Fill vacancies by biring foreign		
Unemployment rate among workers with basic edu.	(2023)		11%	labour	(2024)	3
Unemployment rate among workers with advanced edu.	(2023)	II	1%	Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

17% Giobal 22%	36% Giobal 39%	100% Giobal 83%	92% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	50% 34%
Rising cost of living, higher prices or inflation	70% 50%	Growing working-age populations	40% 24%
Increased efforts and investments to reduce carbon	65% 47%	Increased efforts and investments to adapt to climate	35% 41%
Ageing and declining working- age populations	65% 40%	Increased government subsidies and industrial policy	15% 21%
Increased focus on labour and social issues	55% 46%	Stricter anti-trust and competition regulations	15% 17%
Slower economic growth	50% 42%	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	88	5% Semiconductors and c 86% technologies
Robots and autonomous systems	7!	5% Satellites and space technologies
Energy generation, storage and distribution	44	Quantum and encryption
New materials and composites	20	Sensing, laser and opttechnologies

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 gro	wth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
Al and Machine Learning Specialists			, I	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

Semiconductors and computing technologies	15% 20%
Satellites and space technologies	 5% 9%
Quantum and encryption	5% 12%
Sensing, laser and optical technologies	5% 18%
Skill outlook	

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Hungary

Upskilling and reskilling	outlook													
40 Global 41 Would not need training by 2030	29 Global 29 Would be upskilled in their current role	21 Giobal 19 Would be upskilled and redeployed	10 Global 11 Would be unlikely to upskill											
Human-machine frontier				Public	policy									
Human-machine frontien % of tasks completed by	r predominantly people, pre	dominantly technology, or	a combination of both	Public Share o the tale	policies to f responde nt availabili	improve tale ints who agree	ent availa e that the	ability e partici	ular pub	lic polic	y has the	e greatest	potential to	increase
ALL TASKS	Combination Global	lechnology Global		Econo	omy 🔺 Glob	al							ECONOMY	GLOBAL
Now			45% 39% 16%	Change	es to labour	laws related	to remote	e work					69%	36%
2030			48% 30% 22%	Funding	g for reskilli	ng and upskill	lling						62%	55%
			32% 36% 32% 33% 33% 34%	Flexibilit	ty on settin	g wages							46%	38%
				Improve	ements to p	ublic educatio	ion syster	ms					46%	47%
				Wage s	ubsidies								39%	26%
Key barriers for business	s transformation			Wage	outlook									
Transformation barriers Share of organisations su	rveyed expecting the barri	ers will hinder their organis	ation transformation	Wage to Share o	rends f organizat	ions projecting	g the sha	are of w	ages an	d other	forms of	workers'	compensati	on as
Economy A Global	narket		ECONOMY GLOBAL	Growi	ing Glo	bal Similar	r Glob	bal	Declining	Glo	obal			
			65% 63%										46%	39% 15%
Organization culture and	resistance to change		55% 46%										52%	41% 8%
Inability to attract talent to	o the industry		45% 37%											
Insufficient understanding	g of opportunities		40% 25%											
Lack of adequate data ar	nd technical infrastructure		30% 32%											
Talent availability outlook	k			DEI Ac	tions									
Talent trend				Share o	f employer	s surveyed pl	lanning to	o implei	ment the	diversit	ty, equity	and inclu	sion meası	ire
Share of respondents who	o expect their talent availat	bility to improve or worsen Il average	n five years	46	Global 27		3	9 I GI	obal 51			39 I.	àlobal 39	
Talent availability when him	ring		+100% 0%	Embed the supp	DEI goals and ply chain	solutions across	Run man	comprehe agers and	ensive DEI I staff	training for		Pay equity re	views and sala	ry audits
Talent development of exi	isting workforce	A		AI Stra	itegy									
15% -100%	*		+100% 54%	Share o	f employer	s surveyed pl	lanning to	o impler	ment the	stated	strategy	in respon	se to Al's in	creasing
Talent retention of existing 31% -100%	g workforce		+100% 23%	capabili	ity and pre	raience								

83 I Global 69 58 I Global 62 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 Al

58 | Global 49

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

INDICATORS				INDICATORS		
Labour force participation	(2023)		639	Secondary Education Attainmen	t (2023)	34%
Vulnerable employment	(2022)		749	Tertiary Education Attainment	(2021)	12%
Share of youth not in employment, education, or training (NEET)	(2023)		239	Ease of finding skilled employee in local labour market	²⁵ (2024)	3
Unemployment rate	(2023)		29	Fill vacancies by hiring foreign	(222.1)	
Unemployment rate among workers with basic edu.	(2023)		19	labour	(2024)	3
Unemployment rate among workers with advanced edu.	(2023)		89	Country investment in mid-caree training	er (2022)	4

Jobs and Skills outlook

20% Giobal 22%	38% Global 39%	95% Giobal 83%	96% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Ageing and declining working- age populations 42%
Increased geopolitical division and conflicts	55%	Increased focus on labour and social issues 41%
Increased efforts and investments to reduce carbon	53%	Increased government subsidies 29% 21%
Increased efforts and investments to adapt to climate	52% 41%	Increased restrictions to global 29% 23%
Rising cost of living, higher prices or inflation	44%	Growing working-age 29% 24%
Slower economic growth	44%	Stricter anti-trust and competition regulations 23%

30%

Technology trends

Jobs outlook

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		
Robots and autonomous systems		
Energy generation, storage and distribution		
Semiconductors and computing technologies		
New materials and composites		

88% 86%	Sensing, laser and optical technologies	24% 18%
60% 58%	Quantum and encryption	21% 12%
36% 41%	Biotechnology and gene technologies	16% 11%
35% 20%	Satellites and space technologies	13% 9%
33%		

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 Jo	b displacement	Net Growth	▲ Global r	iet growth				
1. Net growth 2. Global net grow	wth 3. Churr	n						
	-100%	NET G	ROWTH		100%	1.	2.	3.
AI and Machine Learning Specialists					•	176	82	176
Data Analysts and Scientists						54	41	55
Business Intelligence Analysts			Ļ			17	18	19
Business Development Professionals						14	19	16
Assembly and Factory Workers			ļ			2	0	28
Administrative Assistants and Executive Secretaries		l				-20	-20	24

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Upskilling and reskilling of	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 Giobal 11 Would be unlikely to upskill			
Human-machine frontier				Public policy		
Human-machine frontier % of tasks completed by p	predominantly people, pre	dominantly technology, or	a combination of both	Public policies to improve Share of respondents who the talent availability	e talent availability agree that the particular public p	olicy has the greatest potential to increase
ALL TASKS				Economy A Global	pskilling	ECONOMY GLOBAL
			48% 29% 22% 48% 30% 22%	Provision of reskilling and u	pskilling	53% 55%
2030			31% 34% 34% 33% 33% 34%	Improvements to public ed	ucation systems	47% 47%
				Flexibility on hiring and firin Changes to immigration law	g practices	41% 44%
Key barriers for business	transformation			▲ Wage outlook		34% 26%
Share of organisations sur Economy AGobal Skills gaps in the labour m Organization culture and r Inability to attract talent to Lack of adequate data an	rveyed expecting the barrier narket resistance to change the industry	ers will hinder their organis	ation transformation ECONOMY GLOBAL 65% 63% 47% 46% 40% 37%	Share of organizations proj percentage of the compan Growing Global S	ecting the share of wages and ot y's total revenues iimilar Global Ceclining	her forms of workers' compensation as Global 43% 46% 11% 52% 41% 8%
Insufficient understanding	of opportunities		36% 32% 32% 25%			
Talent availability outlook	(DEI Actions		
Talent trend Share of respondents who	o expect their talent availab	ility to improve or worsen i	in five years	Share of employers survey	ed planning to implement the dive	ersity, equity and inclusion measure
Improving & Global avera Talent availability when hir 38% -100%	age Worsening & Globa	l average	+100% 27%	67 I Global 51 Run comprehensive DEI training f managers and staff	or Set DEI goals, targets or quota	Is Targeted recruitment, retention and progression initiatives
Talent development of exis 3% -100%	sting workforce		+100% 75%	Al Strategy Share of employers survey	ed planning to implement the stat	ted strategy in response to AI's increasing
Talent retention of existing 19% -100%	workforce	A	+100% 36%	86 Global 77	72 Global 69	66 Global 49

Reskilling and upskilling your existing workforce to better work alongside Al

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

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

167.6

Contextual indicators

Indonesia

Regional average Income Group	average							
INDICATORS				INDICATORS				
Labour force participation	(2023)		74%	Secondary Education Attainment	(2023)		8	39%
Vulnerable employment	(2022)		50%	Tertiary Education Attainment	(2023)			12%
Share of youth not in employment, education, or training (NEET)	(2023)		21%	Ease of finding skilled employees in local labour market	(2024)			5
Unemployment rate	(2023)		2%	Fill vacancies by biring foreign				
Unemployment rate among workers with basic edu.	(2023)		1%	labour	(2024)			5
Unemployment rate among workers with advanced edu.	(2023)		2%	Country investment in mid-career training	(2022)			5

Jobs and Skills outlook

14% Giobal 22%	36% Giobal 39%	94% Giobal 83%	90% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Slower economic growth	50% 42%
Increased efforts and investments to reduce carbon	67% 47%	Increased focus on labour and social issues	44% 46%
Rising cost of living, higher prices or inflation	63% 50%	Increased restrictions to global trade and investment	41% 23%
Increased efforts and investments to adapt to climate	61% 41%	Growing working-age populations	39% 24%
Increased geopolitical division and conflicts	57% 34%	Increased government subsidies and industrial policy	28% 21%
Ageing and declining working- age populations	54% 40%	Stricter anti-trust and competition regulations	17% 17%

Skills of increasing use by 2030

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%	Semiconductors and comput technologies
Robots and autonomous systems	65% 58%	Biotechnology and gene technologies
Energy generation, storage and distribution	54% 41%	Satellites and space technologies
New materials and composites	52% 30%	Quantum and encryption
Sensing, laser and optical technologies	39% 18%	
Jobs outlook		Skill outlook

Semiconductors and computing technologies	33% 20%
Biotechnology and gene technologies	24% 11%
Satellites and space technologies	13% 9%
Quantum and encryption	13% 12%

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 execute lob Crouth lob	a dianta comont	Not Crouth				
Net growth Job Growth Job	o displacement	Net Growth A Global het growth				
1. Net growth 2. Global net grov	vth 3. Churn					
		NET GROWTH			0	
	-100%	0	100%	1.	2.	а.
Al and Machine Learning	_					
Specialists		1		52	82	52
opeoialists		•	•			
Big Data Specialists				26	113	28
- ·	-	-		l		
Business Development				15	10	10
Professionals				15	19	19
Managing Directors and Chief	_			_		
Executives		1		7	5	7
Excodutor		•				
Assembly and Factory Workers				-9	0	15
		•		I		
Data Entry Clorks				20	26	20
Data Entry Clerks				-29	-20	29

Skills of the most increase in use by 2030	
Economy A Global	
CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030
Resilience, flexibility and agility	AI and big data
65	% 100%
Analytical thinking	Creative thinking
65	% 77%
Creative thinking	Technological literacy
62	% 71%
Talent management	Networks and cybersecurity
54	% 71%
Al and big data	Analytical thinking
54	%

Indonesia

Upskilling and reskilling o	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				Public policy		
Human-machine frontier % of tasks completed by p Human Global C	predominantly people, pre Combination 📕 Global 📕	dominantly technology, or Technology 🔲 Global	a combination of both	Public policies to improve talen Share of respondents who agree the talent availability	It availability that the particular public policy ha	as the greatest potential to increase
all tasks Now				Provision of reskilling and upskillir	ng	ECONOMY GLOBAL
			46% 31% 23 48% 30% 22	%Funding for reskilling and upskilling	ng	62% 52%
2030			32% 35% 33 33% 33% 34	 Flexibility on hiring and firing prac 	atices	56% 55% 47% 44%
				Improvements to public education	n systems	44% 47%
						41% 38%
Key barriers for business	transformation			Wage outlook		
Share of organisations sur Economy A Global Skills gaps in the labour m	nveyed expecting the barri	ers will hinder their organis	ation transformation ECONOMY GLOBA 54% 63%	Share of organizations projecting percentage of the company's tota	the share of wages and other form I revenues Global Declining Global	38% 53% 9% 52% 41% 8%
Outdated or inflexible regu	Latory framework		48% 37%	_		
Lack of adequate data an	d technical infrastructure		44% 32%			
Organization culture and r	resistance to change		37% 46%			
Talent availability outlook	ζ.			DEI Actions		
Talent trend Share of respondents who Improving A Global avera	o expect their talent availab age 🔛 Worsening 🔺 Globa	bility to improve or worsen i I average	n five years	Share of employers surveyed plan	nning to implement the diversity, e	quity and inclusion measure
Talent availability when hir 41%	ing A	A	+100% 26	Targeted recruitment, retention and progression initiatives	Set DEI goals, targets or quotas	Run comprehensive DEI training for managers and staff
Talent development of exis 3% -100%	sting workforce		+100% 74	Al Strategy		
Talent retention of existing 24%	y workforce		+100% 44	Share of employers surveyed plan capability and prevalence	nning to implement the stated stra	tegy in response to Al's increasing
				94 Global 77	14 Global 69	DD Global 62

Reskilling and upskilling your existing workforce to better work alongside Al Hiring new people with skills to better work alongside AI

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

INDICATORS			INDICATORS		
Labour force participation	(2023)	68%	Secondary Education Attainment	(2022)	80%
Vulnerable employment	(2022)	10%	Tertiary Education Attainment	(2022)	47%
Share of youth not in employment, education, or training (NEET)	(2023)	6%	Ease of finding skilled employees in local labour market	6 (2024)	 4
Unemployment rate	(2023)	3%	Fill vacancies by biring foreign	(222.1)	
Unemployment rate among workers with basic edu.	(2023)	6%	labour	(2024)	5
Unemployment rate among workers with advanced edu.	(2023)	3%	Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

10% Global 22%	37% Global 39%	87% Global 83%	93% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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 geopolitical division and conflicts	339 349
Increased focus on labour and social issues	57% 46%	Increased restrictions to global trade and investment	299 239
Broadening digital access	48% 60%	Growing working-age populations	299 243
Increased efforts and investments to reduce carbon	43% 47%	Rising cost of living, higher prices or inflation	299 503
Ageing and declining working- age populations	38% 40%	Stricter anti-trust and competition regulations	249 173
Slower economic growth	33% 42%	Increased government subsidies and industrial policy	199

Technology trends

Technology trends driving business transformation

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

Economy Global

Jobs outlook

Al and information processing technologies (big data, VR, AR	81% 86%	Quantum and encryption	29% 12%
Robots and autonomous systems	52% 58%	New materials and composites	29% 30%
Energy generation, storage and distribution	43% 41%	Satellites and space technologies	14% 9%
Sensing, laser and optical technologies	43% 18%	Biotechnology and gene technologies	10% 11%
Semiconductors and computing technologies	43% 20%		

3

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 A Global net growth 1. Net growth 2. Global net growth 3. Churn NET GROWTH 1. 100% 2. 0

Sustainability Specialists		24	33	24
AI and Machine Learning Specialists		23	82	23
Business Development Professionals	ļ	20	19	20
Vocational Education Teachers		15	9	15
Data Analysts and Scientists		11	41	15
Supply Chain and Logistics Specialists	11	7	17	13

		30
Satellites and space technologies		14 ⁰ 9
Biotechnology and gene technologies		10° 11
Skill outlook		

Skills of increasing use by 2030

Skills of the most increase in use by 2030



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 up	pskill												
Human-machine frontier					Public po	licy										
Human-machine frontie % of tasks completed by	r predominantly people, pre	dominantly technology, or a	a combination of bo	oth	Public po Share of re the talent a	licies to i esponden availability	mprove ts who a /	talent a gree tha	vailability t the part	y icular p	ublic policy h	has the	greatest p	ootential	to incr	rease
ALL TASKS	Giobai	Global			Econom	y 🔺 Globa	1							ECONO	VIY GL	OBAL
Now			42% 35%	23%	Improvem	ents to pu	ıblic edu	cation s	vstems					60%	2	47%
2030			48% 30%	22%	Flexibility of	on hiring a	and firing	practic	es					47%	2	44%
			30% 38% 33% 33%	32% 34%	Funding fo	or reskilling	g and up	skilling						47%	Ę	55%
					Provision o	of reskilling	g and up	skilling						47%	Ę	52%
					Changes t	o labour l	aws rela	ted to re	mote wor	k				40%	3	36%
Key barriers for business	s transformation				Wage out	llook		•								
Share of organisations su Economy A Global Skills gaps in the labour n	rveyed expecting the barri	ers will hinder their organis	ECONOMY GLC	DBAL 3%	Share of o percentag Growing	rganizatio e of the c Globa	ons proje ompany' al Sir	cting the s total re nilar	e share of evenues Global	wages	and other fo	rms of v al	vorkers' c	47%	ation a	IS 7%
Inability to attract talent to	o my firm o the industry		43% 27	7%										027		, 0,0
Organization culture and	resistance to change		38% 37	7% 6%												
Shortage of investment ca	apital		29% 26	6%												
Talent availability outlool	ĸ				DEI Actio	ns										
Talent trend Share of respondents who	o expect their talent availat	bility to improve or worsen i	n five years		Share of e	mployers	surveye	d planni	ng to imp	lement 1	he diversity,	equity a	and inclus	sion mea	asure	
Improving A Global aver	age Worsening & Globa	l average			7 3 ı	Global 39			60 ı	Global 51		Į	5 3 I G	lobal 33		
Talent availability when hi43%-100%	ring		+100%	21%	Pay equity	eviews and s	salary audit	s	Run compre managers a	ehensive E and staff	DEI training for	A	nti-harrasme	nt protoco	ls	
Talent development of exi	isting workforce		+100%	62%	AI Strate	ЭУ										
Talent retention of existing	g workforce		410076	0270	Share of e capability	mployers and preva	surveye alence	d planni	ng to imp	lement t	he stated str	rategy ir	n respons	e to Al's	increa	asing
38% -100%	Å	Å	+100%	23%	86	Global 77			71 -	Global 6 9)	-	71 I G	lobal 49		

Reskilling and upskilling your existing workforce to better work alongside Al Re-orienting your organization to target new business opportunities created by AI

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

Regional average Income Group	average				
INDICATORS			INDICATORS		
Labour force participation	(2023)	69%	Secondary Education Attainment	(2022)	85%
Vulnerable employment	(2022)	8%	Tertiary Education Attainment	(2022)	38%
Share of youth not in employment, education, or training (NEET)	(2023)	15%	Ease of finding skilled employees in local labour market	(2024)	6
Unemployment rate	(2023)	3%	Fill vacancies by biring foreign	(000.4)	
Unemployment rate among workers with basic edu.	(2023)	5%	labour	(2024)	4
Unemployment rate among workers with advanced edu.	(2023)	2%	Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

20% Giobal 22%	43% Global 39%	86% Giobal 83%	96% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	6	60%	Increased efforts and 329 investments to reduce carbon 477	<mark>%</mark> %
Rising cost of living, higher prices or inflation	5	50%	Ageing and declining working- age populations 400	<mark>%</mark>)%
Stricter anti-trust and competition regulations	44	17%	Increased efforts and 249 investments to adapt to climate 410	<mark>%</mark> %
Increased focus on labour and social issues	44	46%	Growing working-age 249 populations 241	<mark>%</mark> ⊧%
Slower economic growth	4.	42%	Increased restrictions to global 229 trade and investment 239	% 3%
Increased geopolitical division and conflicts	33	37% 34%	Increased government subsidies 209 and industrial policy 210	%

Skill outlook

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global

Al and information processing

technologies (big data, VR, AR...

Robots and autonomous systems

New materials and composites

Energy generation, storage and

Sensing, laser and optical

distribution

technologies Jobs outlook

Semiconductors and computing 91% 17% technologies 20% 86% 57% 12% Quantum and encryption 58% 12% 12% 11% 29% Biotechnology and gene technologies 30% 29% Satellites and space 5% technologies 41% 24% 18%

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 Jo	b displacement	Net Growth Global net growth				
1. Net growth 2. Global net grow	wth 3. Churr	1				
	1009/	NET GROWTH	1009/	1.	2.	3.
Al and Machine Learning Specialists	- 100 %		100%	65	82	65
Data Analysts and Scientists			•	60	41	68
Business Intelligence Analysts				25	18	30
Business Development Professionals				22	19	22
Assembly and Factory Workers				-11	0	22
Administrative Assistants and Executive Secretaries				-20	-20	20



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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	r			Public policy		
Human-machine frontie % of tasks completed by	r predominantly people, pre	dominantly technology, or	a combination of both	Public policies to improve talent Share of respondents who agree the talent availability	t availability that the particular public policy	has the greatest potential to increase
ALL TASKS	Combination 🔤 Global 🗾	Technology Global		Economy A Global	Da l	ECONOMY GLOBAL
Now			38% 40% 22% 48% 30% 22%	Provision of reskilling and upskilling	ng ▲	71% 55%
2030			26% 37% 37% 33% 33% 34%	Improvements to public education	n systems	54% 52%
				Changes to labour laws related to	p remote work	32% 36%
				Improved transport infrastructure	and services	32% 22%
Key barriers for busines	s transformation			Wage outlook		
Share of organisations su Economy A Global Skills gaps in the labour r Organization culture and	market	ers will hinder their organis	ECONOMY GLOBAL	Share of organizations projecting percentage of the company's tota Growing Global Similar	the share of wages and other for I revenues Global Declining Glob	bal 47% 47% 7% 52% 41% 8%
Outdated or inflexible reg	Julatory framework		41% 46%			
Lack of adequate data ar	nd technical infrastructure		36% 32%			
Shortage of investment c	apital		29% 26%			
Talent availability outlool	k			DEI Actions		
Talent trend Share of respondents wh	o expect their talent availab	pility to improve or worsen i	in five vears	Share of employers surveyed plan	nning to implement the diversity	r, equity and inclusion measure
Improving A Global aver	rage Worsening 🔺 Globa	al average		66 I Global 48	59 I Global 51	48 Giobal 42
Talent availability when hi40%-100%	iring	A	+100% 17%	Targeted recruitment, retention and progression initiatives	Run comprehensive DEI training for managers and staff	Set DEI goals, targets or quotas
Talent development of ex3%-100%	isting workforce		+100% 52%	Al Strategy	ming to implement the stated s	trategy in response to Al's increasing
Talent retention of existing	g workforce			capability and prevalence	ming to implement the stated s	arategy in response to Aris increasility
17% -100%	A.	A	+100% 38%	96 Global 77	80 Global 69	80 Global 49

Reskilling and upskilling your existing workforce to better work alongside Al

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

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

Regional average Income Grou	p average					
INDICATORS			INDICATORS		ma	
Labour force participation	(2023)	53%	Secondary Education Attainment	(2022)		53%
Vulnerable employment	(2022)	15%	Tertiary Education Attainment	(2022)		17%
Share of youth not in employment, education, or training (NEET)	(2023)	13%	Ease of finding skilled employees in local labour market	(2024)		4
Unemployment rate	(2023)	7%	Fill vacancies by biring foreign			
Unemployment rate among workers with basic edu.	(2023)	10%	labour	(2024)		4
Unemployment rate among workers with advanced edu.	(2023)	4%	Country investment in mid-career training	(2022)		4

Jobs and Skills outlook

18% Giobal 22%	38% Global 39%	88% Global 83%	96% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al programmes

Trend outlook

Econ

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%	Increased efforts and investments to adapt to climate	42% 41%
Broadening digital access	65% 60%	Increased geopolitical division and conflicts	42% 34%
Rising cost of living, higher prices or inflation	58% 50%	Increased restrictions to global trade and investment	26% 23%
Increased focus on labour and social issues	48% 46%	Growing working-age populations	26% 24%
Ageing and declining working- age populations	48% 40%	Stricter anti-trust and competition regulations	22% 17%
Slower economic growth	46% 42%	Increased government subsidies and industrial policy	19% 21%

28%

20%

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

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... Robots and autonomous systems Energy generation, storage and distribution New materials and composites Semiconductors and computing technologies Jobs outlook

86% 86%	Sensing, laser and optical technologies	22% 18%
65% 58%	Quantum and encryption	18% 12%
49% 41%	Satellites and space technologies	11% 9%
38% 30%	Biotechnology and gene technologies	10% 11%

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 I Net Growth A Global net growth 1. Net growth 2. Global net growth 3. Churn NET GROWTH 2. З. AI and Machine Learning 37 82 37 Specialists **Business Development** 19 19 19 Professionals General and Operations 4 9 Managers Business Intelligence Analysts 18 16 3 Assembly and Factory Workers -5 0 20 I Accountants and Auditors -8 14 -14

Economy A Global			
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking		AI and big data	
	67%		94%
Resilience, flexibility and agility		Networks and cybersecurity	
	67%	▲	85%
Empathy and active listening		Curiosity and lifelong learning	
	63%	▲	75%
Motivation and self-awareness		Resilience, flexibility and agility	
▲	61%	A	71%
Curiosity and lifelong learning		Environmental stewardship	
	54%		68%

Italy

Upskilling and reskilling o	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	Mould be unlikely to upskill							
Human-machine frontier				Public policy						
Human-machine frontier % of tasks completed by Human Global ALL TASKS	redominantly people, pre Combination G lobal	dominantly technology, or a	a combination of both	Public policies to Share of responder the talent availabilit Economy A Globa	improve talent hts who agree th y al	availability at the particu	lar public policy	/ has the greate	est potential to ECONOMY	GLOBAL
Now			46% 35% 18% 48% 30% 22%	Funding for reskillin Provision of reskillin	ng and upskilling ng and upskilling	ا پ			65%	55%
2030			34% 35% 31% 33% 33% 34%	Improvements to pu Changes to labour Flexibility on setting	ublic education : laws related to r g wages	systems			61% 49% 47%	52% 47% 36% 38%
Key barriers for business	s transformation			Wage outlook						
Transformation barriers Share of organisations sur Economy A Global Skills gaps in the labour n Inability to attract talent to Lack of adequate data an Organization culture and in Inability to attract talent to	rveyed expecting the barri narket the industry d technical infrastructure resistance to change o my firm	ers will hinder their organis	ation transformation ECONOMY GLOBAL 59% 63% 44% 37% 39% 32% 35% 46% 34% 27%	Wage trends Share of organizatic percentage of the c Growing Glob	ons projecting th company's total i bal Similar	e share of wa revenues	ages and other f	forms of worker	s' compensat	ion as 59% 2% 41% 8%
Talent availability outlook	< c			DEI Actions						
Inproving Clobal aver Improving Clobal aver Talent availability when his 52% -100%	o expect their talent availat age Worsening & Globa ring	vility to improve or worsen i I average	n five years +100% 29%	57 Global 51 Run comprehensive DE managers and staff	s surveyed plann	53 Glo Targeted recrui progression init	hent the diversit	y, equity and in	Clusion measu Global 33 asment protocols	Jre
2% -100%	Isting worktorce		+100% 77%	Al Strategy	oursed also	ling to implem	ant the state -	trotomin	onoo to Alle Se	
Talent retention of existing 11% -100%	g workforce		+100% 43%	capability and prev	s surveyed plann ralence	75 I GIO	ient the stated s	66	Global 62	icreasing

Reskilling and upskilling your existing workforce to better work alongside Al

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Hiring new people with skills to better work alongside AI

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

INDICATORS			INDICATORS		
Labour force participation	(2023)	64%	Secondary Education Attainment	(2020)	85%
Vulnerable employment	(2022)	8%	Tertiary Education Attainment	-	NA
Share of youth not in employment, education, or training (NEET)	(2019)	3%	Ease of finding skilled employees in local labour market	⁸ (2024)	4
Unemployment rate	(2023)	2%	Fill vacancies by hiring foreign	(222.1)	
Unemployment rate among workers with basic edu.	-	NA	labour	(2024)	3
Unemployment rate among workers with advanced edu.	(2020)	2%	Country investment in mid-career training	(2022)	4

 	0	00000	

22% Giobal 22%	34% Giobal 39%	96% Giobal 83%	90% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al programmes

Trend outlook

Macrotrends driving business transformation

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

Ageing and declining working- age populations	69% 40%	Increased focus on labour and social issues 44	<mark>8%</mark> 46%
Broadening digital access	68% 60%	Increased geopolitical division 44 and conflicts	<mark>6%</mark> 34%
Slower economic growth	64% 42%	Increased restrictions to global trade and investment 22	5% 23%
Increased efforts and investments to reduce carbon	60% 47%	Increased government subsidies 22 and industrial policy 22	<mark>2%</mark> 21%
Rising cost of living, higher prices or inflation	57% 50%	Growing working-age 22 populations 22	<mark>0%</mark> 24%
Increased efforts and investments to adapt to climate	49% 41%	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

Economy	Global
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Al and information processing 94% 86% 27% Quantum and encryption technologies (big data, VR, AR... 64% ç Robots and autonomous systems 58% t Semiconductors and computing 39% F technologies 20% t Energy generation, storage and 35% ç distribution 41% t 31% New materials and composites 30%

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	lob displacement	Net Growth Global net growth				
1. Net growth 2. Global net gr	owth 3. Churr	n				
		NET GROWTH		1	2	3
	-100%	0	100%		L	0.
Al 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		P		13	5	13
Administrative Assistants and Executive Secretaries				-16	-20	17
Accounting, Bookkeeping and Payroll Clerks				-19	-18	19

Skills of increasing use by 20	30		
Skill outlook			
Satellites and space technologies			15% 9%
Biotechnology and gene technologies			21% 11%
Sensing, laser and optical technologies			26% 18%

Skills of the most increase in use by 2030



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	r			Public policy						
Human-machine frontie % of tasks completed by	r predominantly people, pre	dominantly technology, or	a combination of both	Public policies to in Share of respondents	nprove talent avai s who agree that th	lability e particular public	policy has the g	jreatest po	otential to	increase
Human Global	Combination Global	Technology Global		Economy Global				-	CONOMY	CLOBAL
Now				Provision of reskilling	and upskilling				CONOMIT	GLUBAL
			48% 33% 20% 48% 30% 22%	Funding for reskilling	and upskilling	*			58%	52%
2030									53%	55%
			33% 38% 29% 33% 33% 34%	Flexibility on hiring ar	nd firing practices				51%	44%
				Flexibility on setting v	wages					
				Improvements to pub	blic education syste	ems			43%	38%
									36%	47%
Key barriers for busines	s transformation			Wage outlook						
Transformation barriers Share of organisations su	rveyed expecting the barri	ers will hinder their organis	sation transformation	Wage trends Share of organization	ns projecting the sh	nare of wages and o	other forms of w	orkers' co	mpensatio	on as
Economy A Global			ECONOMY GLOBAL	Growing Global	I Similar Glo	obal Declining	Global			
Organization culture and	resistance to change		55% 46%						46% 5	50% 4%
Inability to attract talent to	o the industry		40% 97%						52% 4	¥1% 8%
Skills gaps in the labour r	market		49% 31%							
	a of opportunities		41% 63%							
	goropportunities		38% 25%							
Lack of adequate data ar	nd technical infrastructure		36% 32%							
Talent availability outlool	k			DEI Actions						
Talent trend				Share of employers s	surveyed planning	to implement the di	versity, equity a	nd inclusi [,]	on measu	re
Share of respondents whe	o expect their talent availal	pility to improve or worsen	in five years			_				
Improving A Global aver	rage Worsening A Globa	I average		65 Global 51	4	-5 Global 42	2	15 I GIOP	bal 48	
Talent availability when hi47%-100%	iring		+100% 23%	Run comprehensive DEI t managers and staff	training for Set	DEI goals, targets or quo	otas Ta	rgeted recruit ogression init	tment, retenti iatives	on and
Talent development of ex	isting workforce	A		AI Strategy						
0% -100%	*		+100% 80%	Share of employers s	surveyed planning	to implement the st	ated strategy in	response	to Al's ind	creasing
Talent retention of existing	g workforce			capability and preval	lence					
-100%			+100% 30%							



68 I Global 69

68 | Global 62

Reskilling and upskilling your existing workforce to better work alongside Al 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

N/A

Contextual indicators

Kazakhstan

Regional average Income Group	average					
INDICATORS			INDICATORS			
Labour force participation	-	NA	Secondary Education Attainment	(2019)		94%
Vulnerable employment	(2022)	24%	Tertiary Education Attainment	-		NA
Share of youth not in employment, education, or training (NEET)		NA	Ease of finding skilled employees in local labour market	(2024)		4
Unemployment rate	(2022)	5%	Fill vacancies by biring foreign			
Unemployment rate among workers with basic edu.	-	NA	labour	(2024)		4
Unemployment rate among workers with advanced edu.	-	NA	Country investment in mid-career training	(2022)		3

JODS	ana	SKIIIS	OUTIOOP	C

19% Giobal 22%	40% Giobal 39%	69% Giobal 83%	63% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	and conflicts	34%
Rising cost of living, higher prices or inflation	49% 50%	Increased restrictions to global trade and investment	25% 23%
Slower economic growth	35% 42%	Growing working-age populations	25% 24%
Increased focus on labour and social issues	31% 46%	Increased efforts and investments to adapt to climate	21% 41%
Increased government subsidies and industrial policy	30% 21%	Stricter anti-trust and competition regulations	21% 17%
Increased efforts and investments to reduce carbon	29% 47%	Ageing and declining working- age populations	20% 40%

Skills of increasing use by 2030

Skills of the most increase in use by 2030

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%	Sensing, laser and optical technologies
Energy generation, storage and distribution	54% 41%	Satellites and space technologies
Robots and autonomous systems	44% 58%	Quantum and encryption
New materials and composites	37% 30%	Biotechnology and gene technologies
Semiconductors and computing technologies	15% 20%	
lobs outlook		Skill outlook

Sensing, laser and optical technologies		11% 18%
Satellites and space technologies		10% 9%
Quantum and encryption		<mark>8%</mark> 12%
Biotechnology and gene technologies	-	8% 11%

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 Jo	b displacement	Net Growth A Global net growth				
1. Net growth 2. Global net grov	wth 3. Churn	NET GROWTH	100%	1.	2.	з.
AI and Machine Learning Specialists			•	39	82	39
Energy Engineers				9	18	10
Accountants and Auditors		, III		6	-8	21
Lawyers		Ц		-5	2	11
Accounting, Bookkeeping and Payroll Clerks				-14	-18	15
Administrative Assistants and Executive Secretaries				-14	-20	15

Economy A Global			
CORE SKILLS OF 2025	s	SKILLS OF INCREASING USE BY 2030	
Analytical thinking	A	Al and big data	
7	71%		83%
Resilience, flexibility and agility	Ν	Vetworks and cybersecurity	
7	70%	▲	74%
Leadership and social influence	Ν	Multi-lingualism	
• • • • • • • • • • • • • • • • • • •	64%	<u> </u>	64%
Creative thinking	E	Environmental stewardship	
	64%		59%
Motivation and self-awareness	Т	Fechnological literacy	
	59%		58%

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Kazakhstan

Upskilling and reskilling outlo	ook											
54 Global 41 Would not need training by 2030	24 Global 29 Yould be upskilled in their urrent role	13 Global 19 Would be upskilled and redeployed	9 Global 11 Would be unlikely to upskill									
Human-machine frontier				Public poli	су							
Human-machine frontier % of tasks completed by prec Human Global Com ALL TASKS	dominantly people, prec	forminantly technology, or a	a combination of both	Public poli Share of res the talent a Economy	cies to improv pondents who ailability Global	ove talent and agree th	availabili at the par	ty ticular publi	ic policy has	the greate	econom	o increase Y GLOBAL
Now 2030			43% 31% 26% 48% 30% 22% 29% 32% 3 9%	Funding for Improveme Provision of	reskilling and nts to public e reskilling and	upskilling education s	systems				54%	55% 47%
			33% 33% 34%	Flexibility or Changes to) setting wage labour laws re	es elated to r	remote wo	rk			48%	52% 38% 36%
Key barriers for business tra	nsformation			Wage out	ook							
Transformation barriers Share of organisations survey Economy A Global Skills gaps in the labour mark Shortage of investment capita Lack of adequate data and te	et al	rs will hinder their organis	ation transformation ECONOMY GLOBAL 70% 63% 40% 26%	Wage trend Share of org percentage Growing	is janizations pro of the compar Global	ojecting th Iny's total r Similar	ne share o revenues Global	f wages and	d other forms	s of worker	s' compensat	tion as 37% 8% 41% 8%
Organization culture and resist Inability to attract talent to my	stance to change		34% 32% 31% 46% 26% 27%	DEI Action	s							
Talent trend				Share of en	plovers surve	eved plann	nina to imr	plement the	diversity. ea	uitv and in	clusion meas	ure
Share of respondents who ex Improving & Global average Talent availability when hiring 30% -100%	pect their talent availab Worsening & Global	lity to improve or worsen i average	+100% 23%	43 I G	lobal 48 uitment, retention a	and	40 I	Global 39	lary audits	39 Run com manager	Global 51	aining for
Talent development of existing	g workforce			AI Strateg	/							
2% -100% Talent retention of existing wo	rkforce		+100% 58%	Share of en capability a	iployers surve nd prevalence	eyed plann e	ning to imp	ement the	stated strate	egy in resp	onse to Al's ir	ncreasing

57 I Global 69 Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills 55 I Global 77

Reskilling and upskilling your existing Do workforce to better work alongside Al rep



Downsizing workforce where AI can replicate people's work

Korea, Republic of

Con	textual	indica	tors

Regional average Income Grou	p average						
INDICATORS			INDICATORS				
Labour force participation	(2023)	69%	Secondary Education Attainment	(2023)		8	31%
Vulnerable employment	(2022)	19%	Tertiary Education Attainment	(2023)		1	49%
Share of youth not in employment, education, or training (NEET)		NA	Ease of finding skilled employees in local labour market	(2024)	1		5
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign	(000.0)			
Unemployment rate among workers with basic edu.	(2023)	3%	labour	(2024)			4
Unemployment rate among workers with advanced edu.	(2023)	3%	Country investment in mid-career training	(2022)			4

Jobs	and	Skills	out	look

17% Giobal 22%	38% Global 39%	100% Giobal 83%	100% 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

Economy Global

Broadening digital access	71%	Rising cost of living, higher	47% 50%
Increased geopolitical division and conflicts	71%	Increased efforts and investments to adapt to climate	41% 41%
Increased efforts and investments to reduce carbon	65% 47%	Increased focus on labour and social issues	35% 46%
Slower economic growth	59% 42%	Growing working-age populations	24% 24%
Ageing and declining working- age populations	59% 40%	Increased government subsidies and industrial policy	18% 21%
Increased restrictions to global trade and investment	53%	Stricter anti-trust and competition regulations	6% 17%

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Technology trends

Technology trends driving business transformation

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

	Economy Global	
4	AI and information processing	
1	technologies (big data, VR, AR	
I	Robots and autonomous systems	
I	New materials and composites	

88% 86%	Energy generation, storage and distribution	33	5% 11%
65% 58%	Quantum and encryption	22	9% 12%
53% 30%	Biotechnology and gene technologies	22	4% 11%
53% 20%	Satellites and space technologies		8% 9%
47% 18%			

Key roles for business transformation

Semiconductors and computing

Sensing, laser and optical

technologies

technologies

Jobs outlook

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and ictural ch

structural churn (percent)						
Net growth	b displacement	Net Growth				
1. Net growth 2. Global net gro	wth 3. Churr	1				
		NET GROWTH		1.	2.	3.
	-100%	0	100%			
System Engineers				41	33	41
, 0				I		
AI and Machine Learning				22	82	22
Specialists				I		
Managing Directors and Chief				10	5	10
Executives		.		10	0	10
Data Engineers				10	36	16
Bata Engineero				10	00	10
General and Operations				-12	4	14
Managers				-12	4	14
Accounting, Bookkeeping and				1 44	10	
Payroll Clerks		, I		-14	-18	14



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Korea, Republic of

Upskilling and reskilling c	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	U Global 11 Would be unlikely to upskill			
Human-machine frontier				Public policy		
Human-machine frontier % of tasks completed by p	predominantly people, pre	dominantly technology, or	a combination of both	Public policies to improve talent Share of respondents who agree the the talent availability	availability nat the particular public policy has	the greatest potential to increase
Human Global C ALL TASKS Now	Combination Global	Iechnology Global		Economy A Global	ices	ECONOMY GLOBAL
2030			48% 33% 19% 48% 30% 22%	Funding for reskilling and upskilling		58% 55%
			37% 41% 22% 33% 33% 34%	Provision of reskilling and upskilling		58% 52%
				Flexibility on setting wages		42% 26% 33% 38%
Key barriers for business	transformation			Wage outlook		
Transformation barriers Share of organisations sur Economy A Global Inability to attract talent to Lack of adequate data an Organization culture and r Inability to attract talent to Skills gaps in the labour m	the industry d technical infrastructure esistance to change my firm	ers will hinder their organis	Attor CONOMY GLOBAL 47% 37% 47% 32% 41% 46% 35% 27% 63% 63%	Wage trends Share of organizations projecting t percentage of the company's total Growing Global Similar	he share of wages and other forms revenues Global Declining Global	of workers' compensation as
Talent availability outlook				Chara of employers surveyed plan	ning to implement the diversity equ	ity and inclusion measure
Talent uenu Share of respondents who Improving & Global avera Talent availability when hir 50%	e expect their talent availat age Worsening & Globa ing	ility to improve or worsen i I average	in five years +100% 17%	T5 I Global 51 Run comprehensive DEI training for managers and staff	50 I Global 42 Set DEI goals, targets or quotas	Targeted recruitment, retention and progression initiatives
Talent development of exis	sting workforce		10001 700/	AI Strategy		
Talent retention of existing	workforce		+100% 73%	Share of employers surveyed plan capability and prevalence	ning to implement the stated strate	gy in response to AI's increasing
-100%	*	A	+100% 27%	100 Global 69	89 Global 77	78 Clabel 40

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

Reskilling and upskilling your existing workforce to better work alongside Al Re-orienting your organization to target new business opportunities created by Al

INDICATORS			INDICATORS		
Labour force participation	(2023)	65%	Secondary Education Attainment	(2023)	69%
Vulnerable employment	(2022)	9%	Tertiary Education Attainment	(2023)	37%
Share of youth not in employment, education, or training (NEET)	(2023)	7%	Ease of finding skilled employees in local labour market	⁶ (2024)	4
Unemployment rate	(2023)	6%	Fill vacancies by biring foreign		
Unemployment rate among workers with basic edu.	(2023)	12%	labour	(2024)	4
Unemployment rate among workers with advanced edu.	(2023)	3%	Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

13% Global 22%	37% Global 39%	87% Giobal 83%	92% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	63% 40%	Growing working-age populations		39% 24%
Rising cost of living, higher prices or inflation	54% 50%	Increased efforts and investments to reduce carbon		30% 47%
Increased focus on labour and social issues	50% 46%	Increased efforts and investments to adapt to climate		24% 41%
Broadening digital access	44% 60%	Stricter anti-trust and competition regulations		24% 17%
Slower economic growth	41% 42%	Increased government subsidies and industrial policy		9% 21%
Increased geopolitical division and conflicts	41% 34%	Increased restrictions to global trade and investment		7% 23%

18%

Skill outlook

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global

distribution

technologies

Jobs outlook

AI and information processing

technologies (big data, VR, AR...

Robots and autonomous systems

Energy generation, storage and

New materials and composites

Sensing, laser and optical

Biotechnology and gene 87% 11% technologies 11% 86% Semiconductors and computing 59% 7% 58% technologies 20% 41% Satellites and space 4% technologies 41% 9% 28% 2% Quantum and encryption 30% 12% 11%

Key roles for business transformation

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

structural churn (percent)						
Net growth Job Growth Job	o displacement	et Growth 🔺 Global net growth				
1. Net growth 2. Global net grow	vth 3. Churn					
		NET GROWTH		1	2	3
	-100%	0	100%			
AI and Machine Learning				20	00	20
Specialists				30	02	30
Ducineses Intelligences Applyets	1				40	
Business intelligence Analysis				23	10	23
Data Arabata and Ociantista						
Data Analysis and Scientists				20	41	20
					_	
Assembly and Factory Workers				13	0	17
General and Operations		-				
Managers		ļ		4	4	6
-		-				
Accountants and Auditors				-21	-8	23



Upskilling and reskilling o	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				Public policy		
Human-machine frontier	r			Public policies to improve talent	t availability	
% of tasks completed by p	predominantly people, pre	dominantly technology, or	a combination of both	Share of respondents who agree the talent availability	hat the particular public policy has	the greatest potential to increase
Human Global C	Combination Global	Technology Global		Economy A Global		
ALL TASKS				Funding for reskilling and upskilling	a	ECONOMY GLOBAL
Now			47% 35% 17%	Tunung for reskining and upskining	9	61% 55%
			48% 30% 22%	Flexibility on hiring and firing pract	ices	
2030					A	42% 44%
			30% 40% 30%	Provision of reskilling and upskilling	g	
			0070 0070 0470	land and the second state of the second state	A	42% 52%
				Improvements to public education	systems	42% 47%
				Changes to immigration laws	A	• • •
				A		40% 26%
Key barriers for business	s transformation			Wage outlook		
Transformation barriers				Wage trends		
Share of organisations sur	rveyed expecting the barri	ers will hinder their organis	ation transformation	Share of organizations projecting t	he share of wages and other form:	s of workers' compensation as
Economy A Global				percentage of the company's total	revenues	
Skills gaps in the labour m	narket			Growing Global Similar	Global Declining Global	
			76% 63%			55% 40% 5%
Organization culture and r	resistance to change		500/ 400/			3270 4170 070
Inability to attract talent to	the industry		52% 40%			
			44% 37%			
Outdated or inflexible regu	ulatory framework					
	A		41% 39%			
Lack of adequate data an	d technical infrastructure					
	A		30% 32%			
Talent availability outlook	κ.			DEI Actions		
Talent trend Share of respondents who	o expect their talent availab	pility to improve or worsen i	in five years	Share of employers surveyed plan	ning to implement the diversity, eq	uity and inclusion measure
Improving A Global avera	age Worsening 🔺 Globa	I average		53 Global 51	53 Global 39	37 Global 42
Talent availability when hir	ring			Run comprehensive DEI training for	Pay equity reviews and salary audits	Set DEI goals, targets or quotas
71% -100%	-		+100% 8%	managers and staff		
Talent development of exis	sting workforce			AI Strategy		
11% -100%			+100% 53%	Share of employers surveyed along	ning to implement the stated strate	adv in response to Alls increasing
Talent retention of existing	a workforce		A	capability and prevalence	ning to implement the stated strate	egy in response to Ars increasing
32% -100%			+100% 34%			
	A	A		74 Global 77	53 Global 69	53 Global 47



JJ Global 69

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

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

Lithuania

Regional average Income Group	o average					
INDICATORS				INDICATORS		
Labour force participation	(2023)		67%	Secondary Education Attainment	(2022)	92%
Vulnerable employment	(2022)		11%	Tertiary Education Attainment	(2022)	41%
Share of youth not in employment, education, or training (NEET)	(2023)		14%	Ease of finding skilled employees in local labour market	(2023)	3
Unemployment rate	(2023)		6%	Fill vacancies by biring foreign	(
Unemployment rate among workers with basic edu.	(2023)		17%	labour	(2023)	3
Unemployment rate among workers with advanced edu.	(2023)		4%	Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

14% Giobal 22%	35% Global 39%	79% Global 83%	95% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al programmes

Trend outlook

Macrotrends driving business transformation

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

40%
36% 42%
28%
17% 17%
13%
9% 21%

89% 86%

66%

58%

34% 41%

19%

30%

15%

20%

Skill outlook

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

	Ecor	nomy		Glo	obal	
AI	and	inforn	nat	ion	process	sina

technologies (big data, VR, AR... Robots and autonomous systems Energy generation, storage and distribution New materials and composites Semiconductors and computing technologies Jobs outlook

Sensing, laser and optical technologies	11% 18%
Satellites and space technologies	4% 9%
Biotechnology and gene technologies	4% 11%
Quantum and encryption	2% 12%

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	o displacement	Net Growth				
1. Net growth 2. Global net grow	-100%	NET GROWTH	100%	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		ų		-3	2	4
Client Information and Customer Service Workers		Ļ		-11	-2	15
Accountants and Auditors				-15	-8	18



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Lithuania

Upskilling and reskilling o	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				Public po	blicy								
Human-machine frontier % of tasks completed by Human Global G ALL TASKS	predominantly people, predominantly people, predomination 📃 Global 📰	dominantly technology, or Technology 🔲 Global	a combination of both	Public po Share of r the talent Econom	licies to improves of the second entry who availability	ve talent a	availability at the partio	cular publ	ic policy ha	s the gre	eatest pot	tential to	o increase
Now			46% 35% 19% 48% 30% 22%	Funding f	or reskilling and of reskilling and	upskilling upskilling	*					61%	55%
2030			32% 36% 32% 33% 33% 34%	Improvem	ents to public ed	ducation s	systems					54% 54%	52% 47%
				Changes	to immigration la	aws	•					40% 33%	44% 26%
Key barriers for business	transformation			Wage ou	tlook								
Transformation barriers Share of organisations sur Economy Alobal Skills gaps in the labour m Organization culture and m Inability to attract talent to Outdated or inflexible regent Lack of adequate data an	rveyed expecting the barrie	ers will hinder their organis	ation transformation ECONOMY GLOBAL 83% 63% 40% 46% 36% 37% 36% 32%	Wage tree Share of c percentag Growing	nds organizations pro ge of the compar g Global	ojecting th ny's total r Similar	e share of w evenues Global	Declining	d other form	ns of wor	'kers' con	npensati	ion as 37% 2% 41% 8%
Talent availability outlook	(DEI Actio	ons								
Talent trend Share of respondents who Improving & Global avera Talent availability when hir 60% -100%	o expect their talent availab age Worsening & Globa ing	ility to improve or worsen i I average	n five years +100% 21%	Share of e	employers survey Global 39 reviews and salary au	yed plann	47 L c Targeted rec progression	ement the Global 48 ruitment, rete	diversity, ea	quity and 4. Run mana	d inclusio	n measu al 51 sive DEI tra taff	ure
Talent development of exi 5% -100%	sting workforce		+100% 72%	Al Strate Share of e	gy employers survey and prevalence	yed plann	ing to imple	ement the	stated strat	tegy in re	esponse	to Al's ir	ncreasing
23% -100%		*	+100% 35%	86	Global 77		63 1a	ilobal 69		5	8 Glob	al 62	

Reskilling and upskilling your existing workforce to better work alongside Al

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

17.2

Malaysia

Contextual indicators

Regional average Income Group	average					
INDICATORS			INDICATORS			
Labour force participation	(2022)	77%	Secondary Education Attainment	(2022)		70%
Vulnerable employment	(2022)	22%	Tertiary Education Attainment	(2022)		23%
Share of youth not in employment, education, or training (NEET)	(2022)	10%	Ease of finding skilled employees in local labour market	(2024)		5
Unemployment rate	(2022)	2%	Fill vacancies by hiring foreign	(000.0)		
Unemployment rate among workers with basic edu.	(2022)	3%	labour	(2024)		4
Unemployment rate among workers with advanced edu.	(2022)	2%	Country investment in mid-career training	(2022)		5

Jobs and Skills outlook

11% Giobal 22%	41% Giobal 39%	95% Giobal 83%	94% Giobal 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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 efforts and investments to adapt to climate	41% 41%
Increased geopolitical division and conflicts	59% 34%	Slower economic growth	38% 42%
Increased efforts and investments to reduce carbon	48% 47%	Increased government subsidies and industrial policy	35% 21%
Rising cost of living, higher prices or inflation	48% 50%	Increased focus on labour and social issues	35% 46%
Ageing and declining working- age populations	48% 40%	Stricter anti-trust and competition regulations	31% 17%
Increased restrictions to global trade and investment	45% 23%	Growing working-age populations	28% 24%

43% 20% 29% 30%

10 5

> -17 -20

-28 -26 Skill outlook

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global	
Al and information processing technologies (big data, VR, AR	
Robots and autonomous systems	
Energy generation, storage and distribution	
Semiconductors and computing technologies	
New materials and composites	

82% 86%	Sensing, laser and optical technologies		25% 18%
71% 58%	Quantum and encryption		21% 12%
54% 41%	Biotechnology and gene technologies		21% 11%
43% 20%	Satellites and space technologies	-	18% 9%

Key roles for business transformation

Managing Directors and Chief

Administrative Assistants and

Executive Secretaries

Data Entry Clerks

Executives

Jobs outlook

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

Net growth Job Growth Jo	b displacement	Net Growth	et growth		
1. Net growth 2. Global net grow	wth 3. Churn				
		NET GROWTH			
	-100%	0	100%		
AI and Machine Learning Specialists			29	82	2
Supply Chain and Logistics Specialists			12	17	1
Assembly and Factory Workers			11	0	2



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Malaysia

Upskilling and reskilling o	putlook										
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	United to the un								
Human-machine frontier				Public policy							
Human-machine frontier % of tasks completed by p	predominantly people, pre	dominantly technology, or	a combination of both	Public policies to impro Share of respondents whe the talent availability	ve talent availability o agree that the particular public	policy has the greatest potential to incr	ease				
all tasks Now				Economy A Global	upskilling	ECONOMY GL	.OBAL				
2030			47% 28% 25% 48% 30% 22%	Provision of reskilling and	upskilling	55% 5	52%				
			33% 34% 33% 33% 33% 34%	Flexibility on setting wage Flexibility on hiring and fir Improvements to public e	ing practices	35% 3 30% 4	38% 14% 17%				
Key barriers for business	transformation			Wage outlook							
Transformation barriers Share of organisations sur Economy A Global Skills gaps in the labour m Organization culture and r Outdated or inflexible regu Inability to attract talent to Lack of adequate data and	veyed expecting the barrie	ers will hinder their organis	Attion transformation ECONOMY GLOBAL 59% 63% 45% 46% 41% 39% 35% 37%	Wage trends Share of organizations pr percentage of the compa Growing Global	ojecting the share of wages and ny's total revenues Similar Global Declining	other forms of workers' compensation a Global 60% 35% 52% 41%	.5 - 5% - 8%				
Talent availability outlook				DEI Actions							
Ialent trend Share of respondents who Improving A Global avera Talent availability when hird 45%	expect their talent availab age Worsening & Globa ing	illity to improve or worsen i I average	n five years +100% 35%	Share of employers surve 75 I Global 48 Targeted recruitment, retention progression initiatives	and year planning to implement the d	ry audits Support workers with caregiving responsibilities					
Talent development of exis 0% -100%	sting workforce	-	+100% 75%	Al Strategy Share of employers surve	eyed planning to implement the s	tated strategy in response to AI's increa	asing				
Talent retention of existing 10% -100%	workforce	Å	+100% 40%	72 Global 77	9 67 Giobal 69	67 Giobal 49					

Reskilling and upskilling your existing workforce to better work alongside AI

67 I Global 69

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

6 | Global 49

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

Regional average Income Group	average								
INDICATORS					INDICATORS				
Labour force participation	(2023)			65%	Secondary Education Attainment	(2023)			41%
Vulnerable employment	(2022)			27%	Tertiary Education Attainment	(2023)			19%
Share of youth not in employment, education, or training (NEET)	(2023)			16%	Ease of finding skilled employees in local labour market	(2024)			5
Unemployment rate	(2023)			2%	Fill vacancies by hiring foreign	(000.4)			
Unemployment rate among workers with basic edu.	(2023)	11		2%	labour	(2024)			4
Unemployment rate among workers with advanced edu.	(2023)			3%	Country investment in mid-career training	(2022)			2

Jobs and Skills outlook

16% Giobal 22%	40% Global 39%	94% Giobal 83%	97% Giobal 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	7	' 7% 60%	Ageing and declining working- age populations	41% 40%	2
Increased efforts and investments to reduce carbon	55	9% 47%	Increased geopolitical division and conflicts	30% 349	2
Increased efforts and investments to adapt to climate	44	9% 41%	Increased restrictions to global trade and investment	26% 239	2
Increased focus on labour and social issues	44	9% 46%	Growing working-age populations	23%	2
Slower economic growth	4.	4% 42%	Stricter anti-trust and competition regulations	15% 179	5
Rising cost of living, higher prices or inflation	44	2% 50%	Increased government subsidies and industrial policy	13%	5

95% 86%

35% 30% 29% 20%

Technology trends

Technology trends driving business transformation

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

Economy Global	
Al and information processing technologies (big data, VR, AR	
Robots and autonomous systems	
Energy generation, storage and distribution	
New materials and composites	
Semiconductors and computing technologies	

95% 86%	Sensing, laser and optical technologies		20% 18%
63% 58%	Quantum and encryption		19% 12%
45% 41%	Biotechnology and gene technologies		19% 11%
35% 30%	Satellites and space technologies	-	12% 9%

Key roles for business transformation

Jobs outlook

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

Net growth Job	Growth 🗾 Job	o displacement	Net Growth	▲ Global r	iet growth				
1. Net growth 2.	Global net grow	vth 3. Churn	1						
			NET GF	ROWTH			1	2	3
		-100%	(0		100%			
Data Analysts and	Scientists						47	41	47
AI and Machine Le	arning				-		40	00	40
Specialists							40	62	40
General and Opera	ations	1					0		0
Managers							2	4	2
Assembly and Fac	tory Workers		I				-5	0	17
Accounting, Bookk	eeping and			_			20	10	20
Payroll Clerks							-20	-10	20
Administrative Assi Executive Secretar	stants and ies		1				-25	-20	26

Skill outlook

Economy A Global CORE SKILLS OF 2025

Skills of increasing use by 2030

Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030 AI and big data



Mexico

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	Usual discrete the second seco											
Human-machine frontier				Public po	licy									
Human-machine frontier % of tasks completed by Human Global ALL TASKS	redominantly people, pre Combination 📕 Global 📕	dominantly technology, or a Technology Global	a combination of both	Public po Share of re the talent Econom	licies to i esponden availability y ▲Globa	mprove talei ts who agree i	ent availal	bility particular pub	blic policy ha	as the gr	reatest pote	ential to i	increas GLOB4	e
Now			46% 31% 22% 48% 30% 22%	Funding fo	or reskilling on hiring a	g and upskilli and firing pra	ing Ictices	*				51%	55%	
			31% 34% 35% 33% 33% 34%	Improvem Provision o	ents to pu of reskilling	blic educatic g and upskilli	on system	S				48%	47%	,
Key barriers for business	s transformation			Flexibility of Wage ou	on setting tlook	wages		A				39%	38%	
Transformation barriers Share of organisations su Economy Global Skills gaps in the labour m Organization culture and Outdated or inflexible reg Lack of adequate data ar Inability to attract talent to	rveyed expecting the barrie	ers will hinder their organis	ation transformation ECONOMY GLOBAL 63% 63% 50% 46% 40% 39% 34% 32% 31% 37%	Wage trer Share of o percentag Growing	nds rganizatio e of the co Globa	ns projecting ompany's tot. al Similar	g the shar al revenu Globa	e of wages al es al Declinin	nd other forr	ns of wo	orkers' com	45% 4 52% 4	on as 15% S 11% 8	3%
Talent availability outlool	<			DEI Actio	ns									
Improving A Global aver Talent availability when his 42%	o expect their talent availat age Worsening & Globa ring	illity to improve or worsen i I average	n five years +100% 38%	61 I Run compr managers a	mployers Global 51 ehensive DEI and staff	surveyed pla	Target	Global 48 ed recruitment, re ssion initiatives	e diversity, e	equity an	52 Globa	39 39	re y audits	_
Talent development of exit 6% -100%	isting workforce		+100% 68%	Al Strate	gy mployers	surveyed pla	anning to	implement th	e stated stra	ategy in r	response to	o Al's inc	creasing	g
Talent retention of existing 18% -100%	g workforce	٨	+100% 53%	capability	and preva Global 77	alence	79	Global 69		7	'5 Globa	62		

Reskilling and upskilling your existing workforce to better work alongside AI

/9 Global 69 Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills

Hiring new people with skills to better work alongside AI

21.6

Morocco

Contextual indicators

Regional average	Norogo			
negional average income Group a	average			
INDICATORS			INDICATORS min max	
Labour force participation	-	NA	Secondary Education Attainment -	JA
Vulnerable employment	(2022)	46%	Tertiary Education Attainment	JA
Share of youth not in employment, education, or training (NEET)		NA	Ease of finding skilled employees (2024) in local labour market	4
Unemployment rate	(2022)	9%	Fill vacancies by biring foreign	
Unemployment rate among workers with basic edu.	(2022)	10%	labour	4
Unemployment rate among workers with advanced edu.	(2022)	21%	Country investment in mid-career (2022)	3

Jobs and Skills outlook

27% Global 22%	37% Global 39%	81% Giobal 83%	94% Giobal 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	45% 47%	Increased government subsidies and industrial policy	25% 21%
Increased efforts and investments to adapt to climate	45% 41%	Increased restrictions to global trade and investment	25% 23%
Slower economic growth	45% 42%	Increased focus on labour and social issues	20% 46%
Broadening digital access	40% 60%	Ageing and declining working- age populations	20% 40%
Rising cost of living, higher prices or inflation	40% 50%	Growing working-age populations	5% 24%
Increased geopolitical division and conflicts	30% 34%		

Technology trends

Technology trends driving business transformation

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

Economy	Global

Al and information processing technologies (big data, VR, AR	90% 86%	Sensing, laser and optical technologies	20% 18%
Energy generation, storage and distribution	45% 41%	Biotechnology and gene technologies	10% 119
Robots and autonomous systems	40% 58%	Satellites and space technologies	5% 9%
New materials and composites	35% 30%	Quantum and encryption	5% 12%
Semiconductors and computing technologies	25% 20%		
Jobs outlook		Skill outlook	

Key roles for business transformation

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and ictural ch n (ne

structural chum (percent)						
Net growth Job Growth Jo	b displacement	Net Growth				
1. Net growth 2. Global net grow	wth 3. Churr	n				
		NET GROWTH		1.	2.	3.
	-100%	0	100%			
Al 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

Satellites and space		5%
technologies		99
Quantum and encryption		5% 129
Skill outlook		
Skills of increasing use by 203	D	
Skills of the most increase in use	by 2030	



Morocco

Upskilling and reskilling o	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				Public policy							
Human-machine frontier % of tasks completed by p Human Global C ALL TASKS	r predominantly people, pre Combination 📕 Global 📕	dominantly technology, or a Technology 📕 Global	a combination of both	Public policie Share of respo the talent avail Economy	es to improve to ondents who ag lability Global	talent av gree that	vailability t the particular publi	c policy has t	he greatest	potential to i	increase
Now			51% 24% 25% 48% 30% 22%	Funding for res Wage subsidie	skilling and up	skilling	*			53%	55%
2030			35% 26% 39% 33% 33% 34%	Flexibility on se	▲ etting wages					53% 41%	26% 38%
				Improved trans	skilling and up	skilling	▲ d services			41% 35%	52% 22%
Key barriers for business	s transformation			Wage outlook	- <						
Transformation barriers Share of organisations sur Economy A Global Skills gaps in the labour m Organization culture and r Shortage of investment ca Insufficient understanding Lack of adequate data an	rveyed expecting the barrie	ers will hinder their organisa	ECONOMY GLOBAL 62% 63% 43% 46% 33% 26% 24% 25% 24% 32%	Wage trends Share of orgar percentage of Growing	nizations projec the company's Global Sim	cting the s total re- hilar	share of wages and venues Global Declining	d other forms	of workers' o	compensation	on as 29% 12% 11% 8%
Talent availability outlook	ζ			DEI Actions							
Improving * Global averation Improving * Global averation Talent availability when hir 19% -100% Talent development of exis 0% -100%	o expect their talent availab age Worsening & Globa ring sting workforce	ility to improve or worsen in I average	+100% 56%	Share of emplo 56 I Globa Run comprehens managers and st AI Strategy	oyers surveyed al 51 sive DEI training for taff	d plannir	19 to implement the 50 I Global 48 Targeted recruitment, reter progression initiatives	diversity, equ	ty and inclu 44 c Pay equity re	sion measur	ry audits
Talent retention of existing	g workforce		+100% 44%	Share of emplo capability and 69 I Globa	oyers surveyed prevalence al 49	d plannir	63 Global 77	stated stratec	iy in respons	se to Al's inc	preasing

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

Reskilling and upskilling your existing workforce to better work alongside Al

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

12.6

Contextual indicators

Netherlands

Regional average Income Group a	average				
INDICATORS			INDICATORS		
Labour force participation	(2023)	66%	Secondary Education Attainment	(2022)	74%
Vulnerable employment	(2022)	13%	Tertiary Education Attainment	(2022)	39%
Share of youth not in employment, education, or training (NEET)	(2023)	3%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate	(2023)	3%	Fill vacancies by biring foreign	(000.4)	
Unemployment rate among workers with basic edu.	(2023)	3%	labour	(2024)	5
Unemployment rate among workers with advanced edu.	(2023)	2%	Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

19% Giobal 22%	30% Giobal 39%	93% Giobal 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

Economy Global

Broadening digital access	64% 60%	Increased focus on labour and social issues	42% 46%
Ageing and declining working- age populations	57% 40%	Slower economic growth	42% 42%
Increased efforts and investments to reduce carbon	56% 47%	Growing working-age populations	28% 24%
Increased geopolitical division and conflicts	51% 34%	Increased government subsidies and industrial policy	22% 21%
Rising cost of living, higher prices or inflation	50% 50%	Increased restrictions to global trade and investment	22% 23%
Increased efforts and investments to adapt to climate	47% 41%	Stricter anti-trust and competition regulations	16% 17%

27% 20% 23%

30%

Skill outlook

Skills of increasing use by 2030

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	
Robots and autonomous systems	
Energy generation, storage and distribution	
Semiconductors and computing technologies	

94% 86%	Sensing, laser and optical technologies	19% 18%
66% 58%	Quantum and encryption	14% 12%
47% 41%	Biotechnology and gene technologies	13% 11%
27% 20%	Satellites and space technologies	6% 9%

Key roles for business transformation

New materials and composites

Jobs outlook

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

Net growth Job Growth Jo	b displacement	Net Growth Global net growth				
1. Net growth 2. Global net grow	wth 3. Churr	1				
	100%	NET GROWTH	1009/	1.	2.	з.
Al and Machine Learning	-100%	0	100%			
Specialists				288	82	288
Dete Areaberte and Orientiste			-			
Data Analysts and Scientists				59	41	59
Business Intelligence Analysts				15	18	16
				1		
General and Operations				-2	4	8
Managers		•				
Administrative Assistants and				-23	-20	23
Executive Secretaries		<u>'</u>			20	20
Accounting, Bookkeeping and				-26	-18	26
Pavroli Clerks						



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Netherlands

Upskilling and reskilling o	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				Public policy		
Human-machine frontier % of tasks completed by p	predominantly people, pre	dominantly technology, or	a combination of both	Public policies to improve taler Share of respondents who agree the talent availability	t availability that the particular public policy has	s the greatest potential to increase
Human Global C	Combination 📕 Global 📕	Technology 📕 Global		Economy A Global	ng	ECONOMY GLOBAL
			45% 32% 23% 48% 30% 22%	Provision of reskilling and upskilling	ng	53% 55%
2030			30% 35% 34% 33% 33% 34%	Improvements to public educatio	n systems	48% 52%
				Flexibility on hiring and firing prac Changes to immigration laws	▲	40% 44%
Key barriers for business	transformation			▲ Wage outlook		38% 26%
Share of organisations sur Economy A Global Skills gaps in the labour m Organization culture and r Outdated or inflexible regu Inability to attract talent to Lack of adequate data and	veyed expecting the barrie	ers will hinder their organis	Ation transformation ECONOMY GLOBAL 69% 63% 41% 46% 39% 39% 38% 37%	Share of organizations projecting percentage of the company's tota Growing Global Similar	the share of wages and other form al revenues Global Declining Global	s of workers' compensation as
Talent availability outlook	A		38% 32%	DELActions		
Talent trend				Share of employers surveyed pla	nning to implement the diversity, ec	quity and inclusion measure
Share of respondents who Improving Clobal avera Talent availability when hiri 56% -100%	expect their talent availab age Worsening & Globa ing	ility to improve or worsen i average	n five years +100% 15%	64 Global 42 Set DEI goals, targets or quotas	63 I Global 48 Targeted recruitment, retention and progression initiatives	54 Global 51 Run comprehensive DEI training for managers and staff
Talent development of exis 8% -100%	sting workforce		+100% 56%	Al Strategy Share of employers surveyed pla	nning to implement the stated strat	egy in response to AI's increasing
Talent retention of existing 24% -100%	workforce	Å	+100% 27%	90 Global 77	78 Giobal 69	75 Giobal 62

Reskilling and upskilling your existing workforce to better work alongside Al

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

Regional average Income Group	average					
INDICATORS			INDICATORS		ma	
Labour force participation	(2023)	91%	Secondary Education Attainment	(2022)		66%
Vulnerable employment	(2022)	84%	Tertiary Education Attainment	(2022)		8%
Share of youth not in employment, education, or training (NEET)	(2023)	12%	Ease of finding skilled employees in local labour market	(2024)		4
Unemployment rate	(2023)	2%	Fill vacancies by biring foreign	())		
Unemployment rate among workers with basic edu.	(2023)	2%	labour	(2024)		4
Unemployment rate among workers with advanced edu.	(2023)	6%	Country investment in mid-career training	(2022)		3

Jobs and Skills outlook

12% Giobal 22%	41% Global 39%	100% Global 83%	86% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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 focus on labour and social issues	35% 46%
Increased efforts and investments to adapt to climate	55% 41%	Growing working-age populations	25% 24%
Rising cost of living, higher prices or inflation	55% 50%	Slower economic growth	25% 42%
Increased geopolitical division and conflicts	55% 34%	Ageing and declining working- age populations	20% 40%
Increased efforts and investments to reduce carbon	50% 47%	Increased restrictions to global trade and investment	15% 23%
Increased government subsidies and industrial policy	35% 21%	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			
Al and information processing technologies (big data, VR, AR	90% 86%	Satellites and space technologies	16% 9%
Robots and autonomous systems	63% 58%	Quantum and encryption	5% 12%
Energy generation, storage and distribution	47% 41%	Sensing, laser and optical technologies	5% 189
New materials and composites	32% 30%	Biotechnology and gene technologies	5% 119

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 growt
1 Net growth	2 Global net	growth 3 Churr		

1. Net growth 2. Global het gr	owin 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	з.
AI and Machine Learning Specialists				34	82	34
Data Analysts and Scientists				23	41	23
Sustainability Specialists				23	33	23
Financial Analysts		, I		9	3	24
Lawyers		Ņ.		5	2	11
Accountants and Auditors				1	-8	9

Skills of increasing use by 2030

Skill outlook

Skills of the most increase in use by 2030



40 100 22 100<	Upskilling and reskilling	outlook												
Induction for the function of the second production and the second production production and the second productio	40 Global 41 Would not need training by 2030	29 I Global 29 Would be upskilled in their current role	22 Global 19 Would be upskilled and redeployed	10 Global 1 Would be unlikely to a	1 upskill									
	Human-machine frontier					Public policy								
ALL MARE Finding for resulting and upskilling ECONOMY	Human-machine frontier % of tasks completed by Human Global	r predominantly people, pre Combination 🚺 Global 📕	dominantly technology, or a Technology 📕 Global	a combination of b	ooth	Public policies Share of respor the talent availa Economy	to improve t idents who ag ibility Global	talent a r gree tha	vailability t the partic	ular public	policy has	the greates	t potential t	o increase
233 233 233 234 233 235 234 235 235 235 235 235 235 235 236 235 237 235 238 235 239 235 241 245 241 245 241 245 241 245 241 245 241 245 241 245 241 245 241 245 241 245 241 245 241 245 241 245 241 245 241 245	ALL TASKS Now			44% 29%	6 28%	Funding for res	killing and up:	skilling	•				ECONOM	Y GLOBAL
Consigned to backed wave leaded to enclose work 00% 90% Improvements to public education systems 53% 47% Resubily on himg and firing precises 47% 44% Wage outlook Wage outlook Wage outlook State of organizations surveyed expecting the barriers will hinder their organisation transformation 65%	2030		_	48% 30%	6 22%	Provision of res	killing and up	skilling					73%	52%
Key barriers for business transformation Tansformation barriers Stars of organizations surveyed expecting the barriers will hinder their organisation transformation Corropart databases surveyed expecting the barriers will hinder their organisation transformation Corropart databases surveyed expecting the barriers will hinder their organisation transformation Corropart databases surveyed expecting the barriers will hinder their organisation transformation Corropart databases surveyed expecting the barriers will hinder their organisation transformation Corropart databases Corropart databases Incluit Lead Corropart databases Corro				33% 33 %	6 34%	Improvements to	our laws relation	ed to rei ▲ cation sy	note work vstems				60%	36%
Key large for business transformation Wage outlock Transformation barrier Wage transformation Bitter of organizations surveyed expecting the barriers will hinder their organisation transformation State of organizations projecting the barrier of wages and other forms of workers' compensation as proceeding of the company's total revenues State of organizations surveyed expecting the barriers will hinder their organisation transformation Economy GLORAN State of organizations surveyed expecting the barriers will hinder their organisation transformation Economy GLORAN State gaps in the tabour market GS% GS% 40% 63% 63% 63% 63% 63% 63% 63% 63% 63% 63						Flexibility on hir	ing and firing	practice	ès				53%	47%
Tansformation barriers Yage tends Share of organisations surveyed expecting the barriers will hinder their organisation transformation Economy Global Share of organizations projecting the share of wages and other forms of workers' compensation as precentage of the company's total revenues Share of organizations projecting the share of wages and other forms of workers' compensation as precentage of the company's total revenues Skills gaps in the labour market 65% 63% <td>Key barriers for business</td> <td>s transformation</td> <td></td> <td></td> <td></td> <td>Wage outlook</td> <td></td> <td>*</td> <td></td> <td></td> <td></td> <td></td> <td>47%</td> <td>44%</td>	Key barriers for business	s transformation				Wage outlook		*					47%	44%
Solve and to statute of united and to statute of united billing of the stated strategy in response to Al's increasing capability and prevalence Outdated or inflexible regulatory famework Shortage of investment capital Shortage of investment capital Share of employers surveyed planning to implement the diversity, equity and inclusion measure Talent availability outlook Talent availability when hiring 47% 100% <t< th=""><th>Share of organisations su Economy A Global Skills gaps in the labour m Inability to attract talent to Organization culture and</th><th>nveyed expecting the barries</th><th>ers will hinder their organis</th><th>ECONOMY GL 65% (50% (</th><th>on LOBAL 63% 37%</th><th>Share of organi percentage of t</th><th>zations projec he company's Global Sirr</th><th>cting the s total re hilar</th><th>share of v venues Global</th><th>vages and</th><th>other forms</th><th>of workers</th><th>compensa 53% 52%</th><th>40% 7% 41% 8%</th></t<>	Share of organisations su Economy A Global Skills gaps in the labour m Inability to attract talent to Organization culture and	nveyed expecting the barries	ers will hinder their organis	ECONOMY GL 65% (50% (on LOBAL 63% 37%	Share of organi percentage of t	zations projec he company's Global Sirr	cting the s total re hilar	share of v venues Global	vages and	other forms	of workers	compensa 53% 52%	40% 7% 41% 8%
Shortage of investment capital 35% 26% 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 & Global average Worsening & Global average Talent availability when hiring 47% -100% 47% -100% 410% 78% -100% 410% 410% 410% 410% 410% 410%	Outdated or inflexible reg	julatory framework		50% 4 35% 3	46% 39%									
Talent trend Share of respondents who expect their talent availability to improve or worsen in five years Improving & Global average Worsening & Global average Worsening & Global average Worsening & Global average Worsening & Global average Talent availability when hiring 47% -100% 47% -100% 100%	Talent availability outlook	apital		35%	26%	DEI Actions								
Share of respondents who expect their talent availability to improve or worsen in five years	Talent trend					Share of emplo	yers surveyed	d plannir	ng to imple	ement the c	liversity, equ	iity and inc	lusion meas	ure
Talent development of existing workforce 0% -100% A A Strategy Share of employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence Talent retention of existing workforce 7% -100% -100% 47% A Strategy C A F2	Share of respondents who Improving & Global aver Talent availability when him 47%100%	o expect their talent availab rage Worsening & Globa ring	ility to improve or worsen i I average	n five years +100%	33%	53 I Global Set DEI goals, targ	42 gets or quotas	_	47 I G Targeted recr progression i	lobal 48 uitment, retent	ion and	47	Global 26 orkers with care lities	giving
Talent retention of existing workforce 47% 7% -100%	Talent development of exi 0% -100%	isting workforce	A	+100%	73%	AI Strategy								
	Talent retention of existing 7% -100%	g workforce	Å	+100%	47%	Share of emplo	yers surveyed prevalence	1 plannir	ng to imple	ment the s	tated strate	gy in respo	nse to Al's i	ncreasing

Reskilling and upskilling your existing workforce to better work alongside Al

Hiring new people with skills to better work alongside Al Re-orienting your organization to target new business opportunities created by Al

Norway

INDICATORS			INDICATORS		
Labour force participation	(2023)	66%	Secondary Education Attainment	(2022)	79%
Vulnerable employment	(2022)	4%	Tertiary Education Attainment	(2022)	42%
Share of youth not in employment, education, or training (NEET)	(2023)	5%	Ease of finding skilled employees in local labour market	6 (2024)	5
Unemployment rate	(2023)	2%	Fill vacancies by hiring foreign	(000.4)	
Unemployment rate among workers with basic edu.	(2023)	5%	labour	(2024)	5
Unemployment rate among workers with advanced edu.	(2023)	2%	Country investment in mid-career training	-	NA

Jobs and Skills outlook

14% Global 22%	37% Global 39%	96% Giobal 83%	83% 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

CL

Macrotrends driving business transformation

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

Clobal				
Increased efforts and investments to reduce carbon	65% 47%	Increased focus on labour and social issues		39% 46%
Increased efforts and investments to adapt to climate	61% 41%	Growing working-age populations		32% 24%
Broadening digital access	58% 60%	Stricter anti-trust and competition regulations		26% 17%
Rising cost of living, higher prices or inflation	45% 50%	Increased geopolitical division and conflicts		26% 34%
Slower economic growth	45% 42%	Increased government subsidies and industrial policy		10% 21%
Ageing and declining working- age populations	45% 40%	Increased restrictions to global trade and investment		10% 23%

100% 86%

> 71% 58% 45% 41%

1<mark>9%</mark> 30%

Technology trends

Technology trends driving business transformation

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

Economy Global	
Al and information processing	
technologies (big data, VR, AR	
Robots and autonomous systems	
Energy generation, storage and	

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

New materials and composites

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

Net growth	Job Growth	Job displaceme	nt Net Growth	▲ Global net growt
1. Net growth	2. Global net	growth 3. Ch	iurn	

NET GROWTH	1.	2.	3.
-100% 0 100%	0		
Business Development	00	40	
Professionals	20	19	20
Al and Machine Learning	1		
Specialists	18	82	18
Financial Analysts	17	3	17
Business Intelligence Analysts	11	18	11
Assembly and Eastery Warkers		•	
Assembly and Factory workers	0	0	14
Accounting, Bookkeeping and	1		
Payroll Clerks	-20	-18	20

Skills of increasing use by 2030

Skill outlook

Analytical thinking

Motivation and self-awareness

Curiosity and lifelong learning

Skills of the most increase in use by 2030

Economy A Global CORE SKILLS OF 2025 Leadership and social influence Resilience, flexibility and agility

SKILLS OF INCREASING USE BY 2030



Norway

Upskilling and reskilling o	putlook								
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				Public policy					
Human-machine frontier % of tasks completed by p Human Global C ALL TASKS	predominantly people, predominantly people, predomination	dominantly technology, or a Technology 🔲 Global	a combination of both	Public policies to Share of responder the talent availabilit Economy A Glob	improve talent ants who agree that y al	availability at the particular put	blic policy has th	e greatest potential t ECONOM	o increase Y GLOBAL
Now			50% 34% 16% 48% 30% 22%	Funding for reskillin Provision of reskillin	ng and upskilling ng and upskilling	A		74%	55%
2030	_		35% 37% 28% 33% 33% 34%	Changes to labour Flexibility on hiring	laws related to re and firing practic	emote work		48%	52% 36% 44%
				Changes to pensio	n schemes and i	▲ retirement ages		30%	25%
Transformation barriers Share of organisations sur Economy Global Skills gaps in the labour m Organization culture and r Shortage of investment ca Inability to attract talent to Outdated or inflexible regu	veyed expecting the barrier narket resistance to change apital the industry ulatory framework	ers will hinder their organisa	ation transformation ECONOMY GLOBAL 48% 63% 42% 46% 36% 26% 32% 37% 32% 39%	Wage trends Share of organizati percentage of the o Growing Glob	ons projecting th company's total r bal	e share of wages a evenues Global Declinin	nd other forms o	of workers' compensa 26% 52%	tion as 52% 22% 41% 8%
Talent availability outlook				DEI Actions		in a to include a state			
Talent availability when hir 52% -100%	e expect their talent availab age Worsening & Global ing sting workforce	ility to improve or worsen in I average	n five years +100% 9%	65 I Global 51 Run comprehensive DE managers and staff	S SURVEYED Plann	65 Global 48 Targeted recruitment, re progression initiatives	e diversity, equil	48 Global 33 Anti-harrasment protocols	
0% -100% Talent retention of existing 26% -100%	workforce	*	+100% 70%	Share of employers capability and prev 87 Global 77	s surveyed plann valence	70 Global 69	e stated strateg	y in response to Al's i	ncreasing

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

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

Reskilling and upskilling your existing workforce to better work alongside Al

Philippines

Regional average Income Group	average							
NDICATORS				INDICATORS				
Labour force participation	(2022)		72%	Secondary Education Attainment	(2022)		349	%
Vulnerable employment	(2022)		33%	Tertiary Education Attainment	(2022)		25'	%
Share of youth not in employment, education, or training (NEET)	(2022)		13%	Ease of finding skilled employees in local labour market	(2024)			5
Unemployment rate	(2022)		2%	Fill vacancies by hiring foreign	(000.1)			
Unemployment rate among workers with basic edu.	(2022)		2%	labour	(2024)			4
Unemployment rate among workers with advanced edu.	(2022)		3%	Country investment in mid-career training	(2022)			4

Jobs and Skills outlook

16% Global 22%	38% Giobal 39%	96% Giobal 83%	91% Giobal 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Ageing and declining working- age populations	46% 40%
Increased efforts and investments to reduce carbon	67% 47%	Rising cost of living, higher prices or inflation	42% 50%
Increased efforts and investments to adapt to climate	58% 41%	Growing working-age populations	33% 24%
Increased focus on labour and social issues	46% 46%	Stricter anti-trust and competition regulations	27% 17%
Slower economic growth	46% 42%	Increased government subsidies and industrial policy	24% 21%
Increased geopolitical division and conflicts	46% 34%	Increased restrictions to global trade and investment	24% 23%

Skill outlook

Skills of increasing use by 2030

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 inforr	nation processing

distribution

technologies

Jobs outlook

technologies (big data, VR, AR... Robots and autonomous systems Energy generation, storage and

New materials and composites Semiconductors and computing

88% 86%	Quantum and encryption	21% 12%
58% 58%	Biotechnology and gene technologies	21% 11%
58% 41%	Sensing, laser and optical technologies	18% 18%
49% 30%	Satellites and space technologies	15% 9%
30% 20%		

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	ob displacement	Net Growth Global net growth				
1. Net growth 2. Global net gro	wth 3. Churr	1				
	-100%	NET GROWTH	100%	1.	2.	3.
Data Analysts and Scientists				95	41	95
AI and Machine Learning Specialists		l l	•	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		Ģ.		-26	-18	26


Philippines

Upskilling and reskilling of	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 Would be unlikely	11 to upskill										
Human-machine frontier					Public polic	су								
Human-machine frontier % of tasks completed by	r predominantly people, pre	dominantly technology, or a	a combination of	f both	Public polic Share of res the talent av	cies to im spondents /ailability	prove tal who agre	ent ava	ilability ne particular	public poli	cy has th	e greates	t potential to	increase
ALL TASKS					Economy Flexibility on	▲ Global	d firina pr	actices					ECONOMY	GLOBAL
			43% 32 48% 30	2% 25%)% 22%	Provision of	reskilling a	and upski	▲ Iling					57%	44%
2030			26% 36 33% 3 3	3% 38%	Funding for	reskilling a	and upski	lling					52%	52% 55%
					Improvemer	nts to publ	ic educat	ion syst	ems				48%	47%
Kay barriers for business	transformation				Wage outlo		JITTAWS						44%	26%
					wage outie									
Share of organisations sur Economy A Global Skills gaps in the labour m	rveyed expecting the barrie	ers will hinder their organis	ation transforma	tion GLOBAL 63%	Share of org percentage Growing	ganizations of the con Global	s projectin npany's to Simila	ig the sh otal reve r GI	nare of wages inues obal Decl	s and othe ining 🔲 G	r forms o Global	f workers	compensat	ion as 39% 13%
Lack of adequate data an Inability to attract talent to	the industry		49%	32%									52%	41% 8%
Organization culture and r	resistance to change		39%	37% 46%										
Insufficient understanding	g of opportunities		36%	25%										
Talent availability outlook	(DEI Action:	S								
Talent trend Share of respondents who	o expect their talent availab	ility to improve or worsen i	n five years		Share of em	iployers su	urveyed p	lanning	to implement	the divers	sity, equit <u>;</u>	y and incl	usion measi	ure
Improving A Global avera	age Worsening 🔺 Globa	l average			58 I G	lobal 51		5	58 I Global	42		58	Global 48	
50% -100%	A Contraction of the second se	A	+100%	33%	Run compreh managers an	ensive DEI tra d staff	aining for	Se	t DEI goals, targe	ts or quotas		Targeted re progression	cruitment, reten n initiatives	tion and
Talent development of exit 4% -100%	sting workforce		+100%	65%	Al Strategy Share of em	/ iployers su	urveyed p	lanning	to implement	the stated	d strategy	in respo	nse to Al's ir	ncreasing
Talent retention of existing 22% -100%	g workforce	Å	+100%	22%	capability ar	nd prevale	ence	7	73 Giobal (59		68 I	Global 49	

Reskilling and upskilling your existing workforce to better work alongside Al

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

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

INDICATORS			INDICATORS		
Labour force participation	(2023)	62%	Secondary Education Attainment	(2023)	67%
Vulnerable employment	(2022)	16%	Tertiary Education Attainment	(2023)	32%
Share of youth not in employment, education, or training (NEET)	(2023)	10%	Ease of finding skilled employees in local labour market	⁶ (2024)	 4
Unemployment rate	(2023)	2%	Fill vacancies by hiring foreign	(000.0)	
Unemployment rate among workers with basic edu.	(2023)	4%	labour	(2024)	4
Unemployment rate among workers with advanced edu.	(2023)	1%	Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

16% Giobal 22%	31% Global 39%	95% Giobal 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

Economy Global

Broadening digital access	55% 60%	Increased geopolitical division and conflicts	44%
Rising cost of living, higher prices or inflation	53% 50%	Increased efforts and investments to adapt to climate	40% 41%
Increased focus on labour and social issues	52% 46%	Growing working-age populations	31% 24%
Ageing and declining working- age populations	52% 40%	Increased restrictions to global trade and investment	21% 23%
Increased efforts and investments to reduce carbon	50% 47%	Stricter anti-trust and competition regulations	15% 17%
Slower economic growth	45% 42%	Increased government subsidies and industrial policy	11% 21%

87% 86%

64% 58% 34% 41% 31% 30% 28% 20%

Skill outlook

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global	
Al and information processing technologies (big data, VR, AR	
Robots and autonomous systems	
Energy generation, storage and distribution	
New materials and composites	
Semiconductors and computing technologies	

Sensing, laser and optical technologies	16% 18%
Quantum and encryption	8% 12%
Biotechnology and gene technologies	7% 11%
Satellites and space technologies	5% 9%

Key roles for business transformation

Jobs outlook

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

structural onann (percent)						
Net growth Job Growth Jo	b displacement	Net Growth				
1. Net growth 2. Global net gro	wth 3. Chur	n				
		NET GROWTH		1.	2.	3.
	-100%	0	100%			
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		II,		0	4	10
Assembly and Factory Workers				-5	0	19
Administrative Assistants and Executive Secretaries		, E		-14	-20	15



Upskilling and reskilling o	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				Public policy		
Human-machine frontier % of tasks completed by	predominantly people, pre	dominantly technology, or a	a combination of both	Public policies to improve talent Share of respondents who agree the the talent availability	availability hat the particular public policy has	the greatest potential to increase
ALL TASKS		Globar		Economy A Global	ices	ECONOMY GLOBAL
2030			45% 39% 16% 48% 30% 22%	Improvements to public education	systems	55% 47%
			32% 39% 29% 33% 33% 34%	Funding for reskilling and upskilling		52% 55%
				Provision of reskilling and upskilling	g	38% 36% 38% 52%
Key barriers for business	s transformation			Wage outlook	-	
Transformation barriers Share of organisations sur Economy A Global Skills gaps in the labour m Outdated or inflexible regu	narket	ers will hinder their organis	ation transformation ECONOMY GLOBAL 65% 63% 42% 39%	Wage trends Share of organizations projecting t percentage of the company's total Growing Global Similar	he share of wages and other forms revenues Global Declining Global	38% 52% 10% 52% 41% 8%
Inability to attract talent to Organization culture and r	the industry		40% 37%			
Talent availability outlook			27% 26%	DEI Actions		
Talent trend	-			Share of employers surveyed plan	ning to implement the diversity, equ	uity and inclusion measure
Share of respondents who Improving A Global avera Talent availability when hir 65% -100%	o expect their talent availab age Worsening & Globa ing	ility to improve or worsen i average	n five years +100% 16%	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
Talent development of exis 9% -100%	sting workforce	-	+100% 51%	Al Strategy Share of employers surveyed plan	ning to implement the stated strate	gy in response to AI's increasing
Talent retention of existing 30% -100%	workforce	Å	+100% 30%	capability and prevalence	66 Giobal 69	56 Global 49

Reskilling and upskilling your existing workforce to better work alongside Al

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

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

7.9

Contextual indicators

Portugal

INDICATORS			INDICATORS		
Labour force participation	(2023)	63%	Secondary Education Attainment	(2023)	47%
Vulnerable employment	(2022)	10%	Tertiary Education Attainment	(2023)	24%
Share of youth not in employment, education, or training (NEET)	(2023)	8%	Ease of finding skilled employees in local labour market	(2024)	 4
Unemployment rate	(2023)	5%	Fill vacancies by hiring foreign	(222.4)	
Unemployment rate among workers with basic edu.	(2023)	6%	labour	(2024)	5
Unemployment rate among workers with advanced edu.	(2023)	4%	Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

9% Global 22%	44% Global 39%	87% Global 83%	93% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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 focus on labour and social issues		41% 46%
Increased efforts and investments to reduce carbon	59% 47%	Ageing and declining working- age populations		41% 40%
Broadening digital access	56% 60%	Growing working-age populations		30% 24%
Increased geopolitical division and conflicts	52% 34%	Increased restrictions to global trade and investment		22% 23%
Slower economic growth	44% 42%	Stricter anti-trust and competition regulations		11% 17%
Increased efforts and investments to adapt to climate	41% 41%	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
---------	--	--------

Al and information processing technologies (big data, VR, AR	89% 86%	Semiconductors and computing technologies	26% 20%
Robots and autonomous systems	78% 58%	Sensing, laser and optical technologies	19% 18%
Energy generation, storage and distribution	44% 41%	Quantum and encryption	15% 12%
New materials and composites	37% 30%	Satellites and space technologies	4% 9%

Skill outlook

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 Not growth	2 Global n	et growth 3 Churr		

1. Net growth 2. Global net grow	vth 3. Churn					
	-100%	0	100%	1.	2.	3.
Al and Machine Learning Specialists				25	82	25
Business Development Professionals				13	19	13
General and Operations Managers		Ņ		7	4	7
Financial Analysts				-8	3	22
Administrative Assistants and Executive Secretaries		, I		-10	-20	10
Assembly and Factory Workers				-11	0	31

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Portugal

Upskilling and reskilling o	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				Public policy									
Human-machine frontier % of tasks completed by Human Global G ALL TASKS Now 2030	predominantly people, pre	dominantly technology, or Technology Clobal	46% 36% 18% 46% 36% 18% 48% 30% 22% 33% 38% 29% 33% 33% 34%	Public policies to improve talent Share of respondents who agree the talent availability Economy A Global Funding for reskilling and upskillin Provision of reskilling and upskillin Changes to labour laws related to	nt availability that the particular public policy hat ng ng o remote work	s the greatest potential to i ECONOMY 60% 53% 47%	ncrease GLOBAL 55% 52% 36%						
				Flexibility on hiring and firing prac	n systems	47%	44% 47%						
Key barriers for business	s transformation			Wage outlook									
Share of organisations sur Economy A Global Skills gaps in the labour m Inability to attract talent to Outdated or inflexible reg	narket the industry ulatory framework	ers will hinder their organi	ECONOMY GLOBAL 69% 63% 65% 37%	Share of organizations projecting percentage of the company's tota Growing Global Similar	the share of wages and other form al revenues	us of workers' compensatio	n as 3% 47% 1% 8%						
Organization culture and r Lack of adequate data an	a technical infrastructure		39% 46% 39% 32%	DELActions									
Talent trand	`				and a state for a large state of the set of the set of the set								
Improving & Global avera Improving & Global avera Talent availability when hir 53%100%	o expect their talent availat age Worsening & Globa ring	ility to improve or worsen I average	in five years +100% 13%	53 I Global 51 Run comprehensive DEI training for managers and staff	Targeted recruitment, retention and progression initiatives	Auti-harrasment protocols							
Talent development of exi	sting workforce		700/	AI Strategy									
Talent retention of existing	workforce		+100% 73%	Share of employers surveyed plan capability and prevalence	nning to implement the stated strat	egy in response to AI's inc	reasing						

93 I Global 69 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 Al

79 I Global 62

79 | Global 77

Reskilling and upskilling your existing workforce to better work alongside Al

13.8

Romania

Cont	extual	ind	ica	tors

									1
Regional average Income Grou	p average								
INDICATORS					INDICATORS				
Labour force participation	(2023)			55%	Secondary Education Attainment	(2022)		7	3%
Vulnerable employment	(2022)		:	22%	Tertiary Education Attainment	(2022)		1	6%
Share of youth not in employment, education, or training (NEET)	(2023)			17%	Ease of finding skilled employees in local labour market	(2024)	11		4
Unemployment rate	(2023)			5%	Fill vacancies by biring foreign				
Unemployment rate among workers with basic edu.	(2023)			12%	labour	(2024)			4
Unemployment rate among workers with advanced edu.	(2023)	П		1%	Country investment in mid-career training	(2022)			3

Jobs and Skills outlook

19% Giobal 22%	37% Giobal 39%	82% Giobal 83%	91% 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

Economy Global

Broadening digital access	65% 60%	Slower economic growth	37% 42%
Rising cost of living, higher prices or inflation	50% 50%	Increased focus on labour and social issues	35% 46%
Increased efforts and investments to reduce carbon	48% 47%	Increased efforts and investments to adapt to climate	33% 41%
Increased geopolitical division and conflicts	48% 34%	Stricter anti-trust and competition regulations	33% 17%
Ageing and declining working- age populations	41% 40%	Growing working-age populations	24% 24%
Increased restrictions to global trade and investment	37% 23%	Increased government subsidies and industrial policy	22% 21%

30%

Skill outlook

Skills of increasing use by 2030

Leadership and social influence

Motivation and self-awareness

Al and big data

Technology trends

Technology trends driving business transformation

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

Economy Global	
Al and information processing technologies (big data, VR, AR	
Robots and autonomous systems	
Energy generation, storage and distribution	
Semiconductors and computing technologies	
New materials and composites	

85% 86%	Sensing, laser and optical technologies	17% 18%
61% 58%	Quantum and encryption	11% 12%
37% 41%	Satellites and space technologies	7% 9%
35% 20%	Biotechnology and gene technologies	2% 11%
33%		

Key roles for business transformation

Jobs outlook

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

Net growth Job Growth Jo	b displacement	Net Growth				
1. Net growth 2. Global net grow	wth 3. Churn					
		NET GROWTH		1	2	3
	-100%	0	100%			
AI and Machine Learning				47	00	47
Specialists				47	62	47
			-			
Project Managers				18	17	19
General and Operations						
Managers				-7	4	19
0		*				
Accountants and Auditors				-9	-8	12
		A		•		
Assembly and Factory Workers				-17	0	21
Assounting Dealthooning and						
Accounting, Bookkeeping and				-18	-18	18
Accounting, Bookkeeping and Pavroll Clerks				-18	-18	18



SKILLS OF INCREASING USE BY 2030



Romania

Upskilling and reskilling of	pskilling 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				Public policy										
Human-machine frontien % of tasks completed by Human Global d	predominantly people, pre Combination 📕 Global 📕	dominantly technology, or Technology 🔲 Global	a combination of both	Public polic Share of res the talent av Economy	i es to ir pondent ailability A Global	nprove ta s who agre	lent av	ailability the partic	ular public p	policy has th	ne greates	t potenti	ial to in	icrease
Now	_		44% 35% 21%	Funding for	reskilling	and upsk	illing	A atoma				625	%	55%
2030	_		32% 37% 31% 33% 33% 34%	Provision of	reskilling	and upsk	illing					539	%	47% 52%
				Changes to Wage subsid	labour la dies	aws related	d to ren	note work				419	%	36%
Key barriers for business	s transformation			Wage outlo	ok	A								
Transformation barriers Share of organisations su Economy A Global Skills gaps in the labour n Organization culture and i	nveyed expecting the barrie	ers will hinder their organis	ation transformation ECONOMY GLOBAL 76% 63% 52% 46%	Wage trend Share of org percentage Growing	B anization of the co	ns projectii ompany's tr I Simila	ng the otal rev ar 📃 (share of w venues Global	ages and o	ther forms o	of workers	' competent of the second seco	nsatior 3% 62 2% 41	n as % 9% % 8%
Inability to attract talent to Inability to attract talent to Lack of adequate data an	o my firm d technical infrastructure		44% 37% 28% 27% 26% 32%											
Talent availability outlook	(DEI Actions	3									
Talent trend Share of respondents who Improving & Global aver. Talent availability when his 59% -100% Talent development of exit 6% -100%	o expect their talent availab age Worsening & Globa ring sting workforce	ility to improve or worsen i I average	+100% 15%	Share of em 47 I Gil Run comprehe managers and Al Strategy Share of em	bloyers s bal 51 ensive DEI i staff	surveyed p training for surveyed p	blannin; E t	g to implet 38 I Gil Embed DEI gr he supply cha g to implet	ment the div obal 27 pals and solution ain ment the sta	versity, equi	y and incl 35 Set DEI go	Global 42 als, targets	easure	as easing
Talent retention of existing 18% -100%	workforce	A	+100% 38%	capability ar	id preva	lence		67 I G	obal 69		61	Global 45	9	

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

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

Reskilling and upskilling your existing workforce to better work alongside AI

Saudi Arabia

Regional average Income Group a	average								
INDICATORS			max		INDICATORS				
Labour force participation	(2023)			75%	Secondary Education Attainment	(2023)			65%
Vulnerable employment	(2022)			2%	Tertiary Education Attainment	(2023)		1	36%
Share of youth not in employment, education, or training (NEET)	(2023)			17%	Ease of finding skilled employees in local labour market	(2024)	,		5
Unemployment rate	(2023)			3%	Fill vacancies by biring foreign	(000 ()			
Unemployment rate among workers with basic edu.	(2023)	11		1%	labour	(2024)			5
Unemployment rate among workers with advanced edu.	(2023)			5%	Country investment in mid-career training	(2022)			5

Jobs and Skills outlook

16% Giobal 22%	40% Giobal 39%	85% Giobal 83%	73% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	65% 50%	Increased focus on labour and social issues	44% 46%
Increased geopolitical division and conflicts	59% 34%	Increased restrictions to global trade and investment	29% 23%
Increased efforts and investments to reduce carbon	56% 47%	Ageing and declining working- age populations	29% 40%
Broadening digital access	56% 60%	Increased government subsidies and industrial policy	27% 21%
Increased efforts and investments to adapt to climate	47% 41%	Growing working-age populations	18% 24%
Slower economic growth	47% 42%	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

Economy Global

Al and information processing technologies (big data, VR, AR... 84% 86% 13% 12% Quantum and encryption 61% 58% Robots and autonomous systems Energy generation, storage and 58% 41% 23% New materials and composites 30% Sensing, laser and optical 19% 18%

technologies Jobs outlook

distribution

Key roles for business transformation

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

structural chuiri (percent)						
Net growth Job Growth Jo	b displacement	Net Growth				
1. Net growth 2. Global net grow	wth 3. Churr	1				
	-100%	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists			•	35	82	35
Human Resources Specialists		ļ,		6	5	6
Industrial and Production Engineers		D,		6	15	6
Electrotechnology Engineers		U _		4	15	4
Accountants and Auditors		<u>, II</u>		-4	-8	11
Data Entry Clerks				-21	-26	26

Semiconductors and computing technologies	13% 20%
Satellites and space technologies	7% 9%
Biotechnology and gene technologies	3% 11%
Skill outlook	

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy A Global			
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Technological literacy		Technological literacy	
	63%		75%
Leadership and social influence		Al and big data	
	60%		70%
Quality control		Networks and cybersecurity	
A	50%		68%
Analytical thinking		Talent management	
	50%		56%
Resilience, flexibility and agility		Leadership and social influence	
	50%		54%

Saudi Arabia

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	r			Public policy								
Human-machine frontie % of tasks completed by Human Global	r predominantly people, pre Combination Global	dominantly technology, or -	a combination of both	Public policient Share of resp the talent ava	es to improve ondents who a ilability	talent a	vailabilit t the part	y icular publi	c policy has	the greate	est potential t	o increase
ALL TASKS				Economy	Global						ECONOM'	Y GLOBAL
Now			45% 21% 35%	Funding for re	eskilling and up	oskilling					72%	55%
2030			48% 30% 22%	Provision of re	skilling and up	oskilling					52%	52%
			31% 25% 45% 33% 33% 34%	Wage subsidi	es						52%	26%
				Flexibility on s	setting wages						41%	38%
				Flexibility on h	hiring and firing	g practice	es				31%	44%
Key barriers for busines	ss transformation			Wage outloo	k							
Transformation barriers Share of organisations su Economy Global Skills gaps in the labour of	s urveyed expecting the barri market	ers will hinder their organis	ation transformation	Wage trends Share of orga percentage o Growing	nizations proje f the company' Global Sir	cting the 's total re milar	e share of evenues Global	wages and	l other forms	of worke	rs' compensa	tion as
		k	79% 63%								50% 52%	39% 11% 41% 8%
Inability to attract talent to	o the industry		42% 37%									
Outdated or inflexible rec	gulatory framework		42% 39%									
Organization culture and	resistance to change		36% 46%									
Lack of adequate data a	nd technical infrastructure		30% 32%									
Talent availability outloo	ık			DEI Actions								
Talent trend Share of respondents wh	no expect their talent availal	bility to improve or worsen i	n five years	Share of emp	loyers surveye	d plannir	ng to imp	lement the	diversity, equ	uity and ir	clusion meas	ure
Improving A Global ave	erage Worsening 🔺 Globa	al average		52 I Glob	oal 42		44 I	Global 51		41	Global 48	
Talent availability when h21%-100%	iring		+100% 45%	Set DEI goals, t	argets or quotas		Run compre managers a	ehensive DEI tr and staff	aining for	Targetec	d recruitment, reter sion initiatives	ntion and
Talent development of ex	kisting workforce			AI Strategy								
3% -100%	a workforce		+100% 69%	Share of emp capability and	loyers surveye I prevalence	d plannir	ng to imp	lement the	stated strate	gy in resp	oonse to Al's i	ncreasing
3% -100%	g workioroo		+100% 55%									

73 | Global 77 Reskilling and upskilling your existing workforce to better work alongside Al 58 | Global 69

Hiring new people with skills to design Al 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

	INDICATORS		
62%	Secondary Education Attainment	(2023)	76%
24%	Tertiary Education Attainment	(2023)	24%
12%	Ease of finding skilled employees in local labour market	(2024)	4
7%	Fill vacancies by biring foreign		
8%	labour	(2024)	4
6%	Country investment in mid-career training	(2022)	4
	max 62% 24% 12% 7% 8%	INDICATORS 62% Secondary Education Attainment 24% Tertiary Education Attainment 12% Ease of finding skilled employees in local labour market 7% Fill vacancies by hiring foreign labour 8% Country investment in mid-career training	INDICATORS min 62% Secondary Education Attainment (2023) 24% Tertiary Education Attainment (2023) 12% Ease of finding skilled employees (2024) (2024) 10 7% Fill vacancies by hiring foreign labour 8% Country investment in mid-career (2022)

Jobs and Skills outlook

18% Giobal 22%	39% Giobal 39%	74% Giobal 83%	83% 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

Economy Global

Broadening digital access	55% 60%	Increased efforts and investments to reduce carbon		33% 47%
Rising cost of living, higher prices or inflation	55% 50%	Slower economic growth		33% 42%
Ageing and declining working- age populations	52% 40%	Increased geopolitical division and conflicts		33% 34%
Increased focus on labour and social issues	46% 46%	Increased restrictions to global trade and investment		27% 23%
Increased efforts and investments to adapt to climate	42% 41%	Increased government subsidies and industrial policy		18% 21%
Growing working-age populations	39% 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

Al and information processing technologies (big data, VR, AR	79% 86%	Semiconductors and computing technologies	15% 20%
Robots and autonomous systems	52% 58%	Quantum and encryption	6% 12%
Energy generation, storage and distribution	33% 41%	Satellites and space technologies	<mark>3%</mark> 9%
New materials and composites	27% 30%	Biotechnology and gene technologies	3% 11%
Sensing, laser and optical technologies	21% 18%		

Resilience, flexibility and agility

Talent management

technologies 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 Jo	b displacement	Net Growth				
1. Net growth 2. Global net grow	vth 3. Churr	n				
	-100%	NET GROWTH	100%	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	2030		
Economy A Global	2000		
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking		Al and big data	
▲	65%		▲ 84%
Technological literacy		Technological literacy	
A	58%	A	80%
Motivation and self-awareness		Talent management	
	54%	•	75%

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.

75%

72%

Curiosity and lifelong learning

Resilience, flexibility and agility

54%

54%

Upskilling and reskilling o	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	U Global 11 Would be unlikely to upskill		_	
Human-machine frontier				Public policy		
Human-machine frontier % of tasks completed by	predominantly people, pre	dominantly technology, or a	a combination of both	Public policies to improve talent Share of respondents who agree the the talent availability	availability hat the particular public policy has	the greatest potential to increase
ALL TASKS		Giobai		Economy A Global Flexibility on hiring and firing pract	ices	ECONOMY GLOBAL
2030			54% 30% 16% 48% 30% 22%	Funding for reskilling and upskilling	g	67% 44% 58% 55%
			46% 28% 26% 33% 33% 34%	Improvements to public education	systems	54% 47%
				Changes to labour laws related to	remote work	50% 36%
Key barriers for business	transformation			▲ Wage outlook		50% 26%
Share of organisations sur Economy A Global Skills gaps in the labour m	rveyed expecting the barrie	ers will hinder their organise	ation transformation ECONOMY GLOBAL 67% 63%	Share of organizations projecting t percentage of the company's total Growing Global Similar	he share of wages and other forms revenues Global Declining Global	of workers' compensation as
Inability to attract talent to	my firm		49% 46% 36% 27%			
Inability to attract talent to	the industry		36% 37%			
Outdated or inflexible regi	ulatory framework		33% 39%			
Talent availability outlook	(DEI Actions		
Talent trend Share of respondents who	o expect their talent availab	ility to improve or worsen i	n five years	Share of employers surveyed plan	ning to implement the diversity, equ	ity and inclusion measure
Improving A Global avera	age Worsening & Globa	average		44 Giobal 51	39 Global 39	35 Giobal 27
Talent availability when hir 42% -100%	ing	A	+100% 33%	Run comprehensive DEI training for managers and staff	Pay equity reviews and salary audits	Embed DEI goals and solutions across the supply chain
Talent development of exis 4% -100%	sting workforce		+100% 67%	Al Strategy Share of employers surveyed plan	ning to implement the stated strate	gy in response to AI's increasing
Talent retention of existing 25% -100%	workforce	Å	+100% 50%	58 I Global 69	58 Global 62	58 Giobal 77

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 Al

Reskilling and upskilling your existing workforce to better work alongside Al

Singapore

INDICATORS				INDICATORS				
Labour force participation	(2023)		73%	Secondary Education Attainment	(2023)		6	;3%
Vulnerable employment	(2022)		10%	Tertiary Education Attainment	(2023)		5	3%
Share of youth not in employment, education, or training (NEET)	(2023)		7%	Ease of finding skilled employees in local labour market	(2024)			4
Unemployment rate	(2023)		3%	Fill vacancies by hiring foreign	(000.0)			
Unemployment rate among workers with basic edu.	(2023)		3%	labour	(2024)			5
Unemployment rate among workers with advanced edu.	(2023)		3%	Country investment in mid-career training	(2022)			6

Jobs and Skills outlook

28% Giobal 22%	36% Giobal 39%	94% Giobal 83%	97% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	71% 60%	Increased restrictions to global trade and investment	38% 23%
Increased geopolitical division and conflicts	64% 34%	Rising cost of living, higher prices or inflation	38% 50%
Increased efforts and investments to reduce carbon	58% 47%	Increased government subsidies and industrial policy	33% 21%
Increased efforts and investments to adapt to climate	53% 41%	Growing working-age populations	29% 24%
Slower economic growth	47% 42%	Increased focus on labour and social issues	29% 46%
Ageing and declining working- age populations	44% 40%	Stricter anti-trust and competition regulations	16% 17%

94% 86%

33% 30%

Skill outlook

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global			
Al and information processing technologies (big data, VR, AR			
Robots and autonomous systems		1	
Energy generation, storage and distribution			
Semiconductors and computing technologies			
New materials and composites			

94% 86%	Sensing, laser and optical technologies		22% 18%
57% 58%	Quantum and encryption		17% 12%
50% 41%	Satellites and space technologies		11% 9%
35% 20%	Biotechnology and gene technologies	_	7% 11%

Key roles for business transformation

Jobs outlook

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

Net growth Job Growth Jo	b displacement	Net Growth				
1. Net growth 2. Global net grow	wth 3. Churn					
		NET GROWTH		1.	2.	з.
	-100%	U	100%			
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		ų		5	5	8
Administrative Assistants and Executive Secretaries				-17	-20	18
Data Entry Clerks				-27	-26	27



Singapore

Upskilling and reskilling of	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				Public policy		
Human-machine frontiel % of tasks completed by Human Global	predominantly people, pre Combination 📕 Global 📕	dominantly technology, or Technology 🚺 Global	a combination of both	Public policies to improve talk Share of respondents who agre the talent availability Economy Global	ent availability e that the particular public policy h	as the greatest potential to increase
ALL TASKS			44% 30% 26%	Flexibility on hiring and firing pr	actices	ECONOMY GLOBAL
2030			48% 30% 22% 30% 33% 37%	Funding for reskilling and upski Provision of reskilling and upski	ling Ling	47% 55%
			33% 33% 34%	Flexibility on setting wages	*	44% 52%
				Changes to labour laws related	to remote work	32% 36%
Key barriers for business	s transformation			Wage outlook		
Transformation barriers Share of organisations sur Economy A Global Skills gaps in the labour n	rveyed expecting the barri	ers will hinder their organis	ECONOMY GLOBAL	Wage trends Share of organizations projectin percentage of the company's to Growing Global Similar	g the share of wages and other for tal revenues	ms of workers' compensation as
Organization culture and	resistance to change		44% 46%			52% 41% 8%
Outdated or inflexible reg	ulatory framework		38% 39%			
Lack of adequate data an	ad technical infrastructure		33% 37%			
Talent availability outlook	<u>م</u>		31% 32%	DELActions		
Talent trend				Share of employers surveyed p	apping to implement the diversity	aquity and inclusion measure
Share of respondents who	o expect their talent availal age Worsening A Globa	pility to improve or worsen Il average	in five years	71	56 Level of the diversity,	53 Laure
Talent availability when hir 26% -100%	ring		+100% 29%	Targeted recruitment, retention and progression initiatives	Set DEI goals, targets or quotas	Run comprehensive DEI training for managers and staff
Talent development of exi	sting workforce		1000/ 770/	AI Strategy		
Talent retention of existing	workforce		+100% 11%	Share of employers surveyed p capability and prevalence	anning to implement the stated str	ategy in response to AI's increasing
-100%			+100% 40%			

82 I Global 77 Reskilling and upskilling your existing workforce to better work alongside Al 79 I 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 Al

Slovenia

INDICATORS			INDICATORS		
Labour force participation	(2023)	61%	Secondary Education Attainment	(2022)	86%
Vulnerable employment	(2022)	11%	Tertiary Education Attainment	(2022)	35%
Share of youth not in employment, education, or training (NEET)	(2023)	7%	Ease of finding skilled employees in local labour market	(2024)	3
Unemployment rate	(2023)	3%	Fill vacancies by biring foreign		
Unemployment rate among workers with basic edu.	(2023)	7%	labour	(2024)	4
Unemployment rate among workers with advanced edu.	(2023)	2%	Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

12% Giobal 22%	37% Global 39%	79% Giobal 83%	75% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al programmes

Trend outlook

Econ

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 efforts and investments to adapt to climate	36% 41%
Increased focus on labour and social issues	55% 46%	Slower economic growth	29% 42%
Broadening digital access	48% 60%	Increased geopolitical division and conflicts	26% 34%
Increased efforts and investments to reduce carbon	45% 47%	Increased government subsidies and industrial policy	10% 21%
Growing working-age populations	45% 24%	Increased restrictions to global trade and investment	10% 23%
Rising cost of living, higher prices or inflation	45% 50%	Stricter anti-trust and competition regulations	10% 17%

Skill outlook

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

Economy	Global

distribution

technologies

Jobs outlook

Al and information processing technologies (big data, VR, AR...

Robots and autonomous systems Energy generation, storage and

New materials and composites Sensing, laser and optical

84% 86%	Semiconductors and computing technologies	13% 20%
61% 58%	Biotechnology and gene technologies	10% 11%
48% 41%	Satellites and space technologies	7% 9%
45% 30%	Quantum and encryption	7% 12%
13% 18%		

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 Job Growth Jo	b displacement	Net Growth				
1. Net growth 2. Global net grow	wth 3. Churr	1				
		NET GROWTH		1.	2.	3.
	-100%	0	100%			
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		, L		-16	-18	16
Administrative Assistants and				-18	-20	18

Skills of the most increase in use by 2030			
Economy A Global			
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking		Al and big data	
	58%		88%
Motivation and self-awareness		Resilience, flexibility and agility	
▲	54%	▲	75%
Technological literacy		Networks and cybersecurity	
▲	54%		68%
Resilience, flexibility and agility		Talent management	
	54%		65%
Quality control		Design and user experience	
	500/		0.40/

Slovenia

Upskilling and reskilling of	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 Glob Would be unliked	al 11 ly to upskill										
Human-machine frontier					Public policy									
Human-machine frontier % of tasks completed by p	predominantly people, pre-	dominantly technology, or a	a combination	of both	Public policies Share of respo	s to improve ndents who a ability	e talent a agree tha	vailability tt the parti	r cular publi	ic policy ha	s the greate	st potential	l to incr	rease
Human Global C ALL TASKS	Combination 📕 Global 📕	Technology Global			Economy A	Global	g practic	es				ECONO	MY GL	OBAL
2020			52% 3 48% 3	31% 17% 30% 22%	Changes to im	migration law	/S					71%	2	44%
2030			37% 33%	33% 30% 33% 34%	Funding for res	killing and u	pskilling					50%	5	55%
					Improvements Provision of res	to public edu	ucation s	ystems				50%	2	47%
Key berriere fer business	transformation				Wago outlook		p =					42%	Ę	52%
Rey barriers for business	ransionnation				wage outlook									
Share of organisations sur Economy A Global Skills gaps in the labour m	rveyed expecting the barrie	ers will hinder their organis	ECONOMY	GLOBAL 63%	Wage trends Share of organ percentage of Growing	izations proje the company Global S	ecting the 's total re imilar	e share of evenues Global	wages and	d other form Global	ns of worker	s' compens	sation a	as 8% 8%
Inability to attract talent to	the industry		58%	46%										
Outdated or inflexible reg	ulatory framework		45%	39%										
Talent availability outlook	rmy tirm		32%	27%	DEL Actions									
	`				DEMONONO									
Share of respondents who	expect their talent availab	ility to improve or worsen i	n five years		Share of emplo	yers surveye	ed planni	ng to impl	ement the	diversity, e	quity and inc	lusion mea	asure	
Improving A Global avera	age Worsening 🔺 Globa	l average			38 I Globa	. 51		38 L	Global 39		38	Global 26		
Talent availability when hir 54% -100%	ring		+100%	% 21%	Run comprehensi managers and sta	ve DEI training fo aff	r	Pay equity re	eviews and sa	lary audits	Support v responsib	vorkers with ca vilities	regiving	
Talent development of exis 8% -100%	sting workforce		+100%	% 50%	Al Strategy Share of emplo	oyers surveye	ed planni	ng to impl	ement the	stated strat	tegy in resp	onse to Al':	s increa	asing
Talent retention of existing	workforce		+100%	% 33%	capability and	prevalence								
	A	A			63 I Globa	62		63 L	Global 77		58	Global 69		

Hiring new people with skills to better work alongside Al

Reskilling and upskilling your existing workforce to better work alongside Al

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

South Africa

Regional average Uncome Group	average									
	average									
INDICATORS					INDICATORS					
Labour force participation	(2023)			63%	Secondary Education Attainment	(2023)				44%
Vulnerable employment	(2022)			24%	Tertiary Education Attainment	(2023)				14%
Share of youth not in	()									
employment, education, or	(2023)			34%	Ease of finding skilled employees	(2024)				4
training (NEET)					in local labour market	(/				-
Unemployment rate	(2023)			29%	Fill vacancies by biring foreign					
Unemployment rate among	(2023)			050/	labour	(2024)				4
workers with basic edu.	(2020)			33%						
Unemployment rate among	(2023)		_	1.40/	Country investment in mid-career	(2022)				3
workers with advanced edu.	(2020)			14%	training					

Jobs and Skills outlook

36% Global 22%	36% Giobal 39%	88% Giobal 83%	93% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	63% 60%	Increased geopolitical division and conflicts	45% 34%
Rising cost of living, higher prices or inflation	57% 50%	Increased government subsidies and industrial policy	26% 21%
Increased focus on labour and social issues	51% 46%	Increased restrictions to global trade and investment	26% 23%
Increased efforts and investments to reduce carbon	47% 47%	Ageing and declining working- age populations	26% 40%
Increased efforts and investments to adapt to climate	45% 41%	Growing working-age populations	18% 24%
Slower economic growth	45% 42%	Stricter anti-trust and competition regulations	10% 17%

83% 86% 60% 58%

54% 41% 29% 30% 23% 12%

Skill outlook

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global	
Al and information processing technologies (big data, VR, AR	
Robots and autonomous systems	
Energy generation, storage and distribution	
New materials and composites	
Quantum and encryption	

Sensing, laser and optical technologies	19% 18%
Semiconductors and computing technologies	17% 20%
Satellites and space technologies	4% 9%
Biotechnology and gene technologies	4% 11%

Key roles for business transformation

Jobs outlook

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

Net growth Job Growth Jo	b displacement	Net Growth				
1. Net growth 2. Global net grow	wth 3. Churn	NET GROWTH				
	-100%	0	100%	1.	2.	3.
AI and Machine Learning Specialists			•	49	82	49
Data Analysts and Scientists				37	41	37
Sustainability Specialists		ļ		33	33	33
Business Intelligence Analysts				18	18	18
Accountants and Auditors		,II		-3	-8	10
Administrative Assistants and Executive Secretaries				-15	-20	15

Skills of the most increase in use by 2030	
Economy A Global	
CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030
Analytical thinking	AI and big data
66	82%
Leadership and social influence	Technological literacy
61	82%
Resilience, flexibility and agility	Resilience, flexibility and agility
61	% 75%
Al and big data	Networks and cybersecurity
55	5% 74%
Talent management	Creative thinking
53	71%

South Africa

Upskilling and reskilling o	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 up	skill					
Human-machine frontier					Public policy				
Human-machine frontier % of tasks completed by	predominantly people, pre	dominantly technology, or	a combination of bot	th	Public policies to improve talent Share of respondents who agree th the talent availability	availability hat the particular public policy ha	as the greatest p	otential to	increase
ALL TASKS	Combination Global	lechnology Global			Economy A Global	1	I	ECONOMY	GLOBAL
Now			39% 30% 48% 30%	31% 22%	Improvements to public education	systems		63%	55%
2030			26% 35% 33% 33%	39% 34%	Provision of reskilling and upskilling			63% 59%	47% 52%
					Changes to labour laws related to r	ces		50%	36%
Key barriers for business	transformation				Wage outlook	*		41/0	44 /0
Share of organisations sur Economy A Global Skills gaps in the labour m Organization culture and r Inability to attract talent to Lack of adequate data an Shortage of investment ca	rveyed expecting the barrie	ers will hinder their organis	ation transformation ECONOMY GLO 63% 63 43% 46 31% 37 29% 32 27% 26	2%	Share of organizations projecting the percentage of the company's total	ne share of wages and other forr revenues	ns of workers' o	55% 3 52% 4	36% 9% 41% 8%
Talent availability outlook	(DEI Actions				
Talent trend Share of respondents who Improving A Global avera Talent availability when hir 33% -100% Talent development of original	o expect their talent availab age Worsening & Globa ing	ility to improve or worsen i I average	in five years +100%	33%	Share of employers surveyed plann 63 Global 48 Targeted recruitment, retention and progression initiatives	ning to implement the diversity, e	47 Given and inclus	on measur obal 51 Insive DEI trai	re ning for
3% -100%			+100%	78%	AI Strategy Share of employers surveyed plann capability and prevalence	ning to implement the stated stra	tegy in response	e to Al's inc	creasing
13% -100%	worktorce	*	+100%	53%	83 Global 77	76 I Global 69	62 G	obal 62	

Reskilling and upskilling your existing workforce to better work alongside Al

Hiring new people with skills to better work alongside AI

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

INDICATORS			INDICATORS		
Labour force participation	(2023)	62%	Secondary Education Attainment	(2023)	55%
Vulnerable employment	(2022)	11%	Tertiary Education Attainment	(2023)	35%
Share of youth not in employment, education, or training (NEET)	(2023)	10%	Ease of finding skilled employees in local labour market	6 (2024)	4
Unemployment rate	(2023)	11%	Fill vacancies by biring foreign	(
Unemployment rate among workers with basic edu.	(2023)	16%	labour	(2024)	4
Unemployment rate among workers with advanced edu.	(2023)	7%	Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

19% Giobal 22%	37% Giobal 39%	86% Giobal 83%	95% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	4% Increased efforts and 43% 17% investments to adapt to climate 41%
Broadening digital access	2% Increased geopolitical division 36% 30% and conflicts 34%
Rising cost of living, higher prices or inflation 5	3% Increased restrictions to global 26% 3% trade and investment 23%
Increased focus on labour and social issues 4	9% Growing working-age 22% 6% populations 24%
Ageing and declining working- age populations	3% Increased government subsidies 18% 10% and industrial policy 21%
Slower economic growth	4% Stricter anti-trust and competition 16% 12% regulations 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		
Al and information processing technologies (big data, VR, AR	88% 86%	Sensing, lase technologies
Robots and autonomous systems	63% 58%	Quantum and
Energy generation, storage and distribution	50% 41%	Biotechnology technologies
New materials and composites	30% 30%	Satellites and technologies
Semiconductors and computing technologies	22% 20%	
Jobs outlook		Skill outlook

Sensing, laser and optical technologies	16% 18%
Quantum and encryption	13% 12%
Biotechnology and gene technologies	12% 11%
Satellites and space technologies	6% 9%

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				
1. Net growth 2. Global net gr	rowth 3. Churn	NET GROWTH				
	-100%	0	100%	1.	2.	З.
AI and Machine Learning Specialists		l	•	57	82	57
Data Analysts and Scientists				47	41	47
Business Development Professionals				18	19	18
General and Operations Managers		I,		0	4	13
Data Entry Clerks				-16	-26	19
Administrative Assistants and Executive Secretaries				-24	-20	24

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Upskilling and reskilling of	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	United the United to United Technology (1997) Would be unlikely to Upskill			
Human-machine frontier				Public policy		
Human-machine frontier % of tasks completed by	predominantly people, pre	dominantly technology, or	a combination of both	Public policies to improve tale Share of respondents who agree the talent availability	nt availability that the particular public policy h	as the greatest potential to increase
ALL TASKS		Global		Economy A Global	ng	ECONOMY GLOBAL
2030			46% 33% 20% 48% 30% 22%	Flexibility on hiring and firing pra	ctices	60% 44%
			34% 34% 33% 33% 33% 34%	Provision of reskilling and upskilli	ng o remote work	56% 52%
				Flexibility on setting wages		49% 36% 49% 38%
Key barriers for business	transformation			Wage outlook		
Share of organisations sur Economy A Global Skills gaps in the labour m Outdated or inflexible regi	veyed expecting the barrie	ers will hinder their organis	ation transformation ECONOMY GLOBAL 66% 63%	Wage trends Share of organizations projecting percentage of the company's total growing Growing Global	the share of wages and other form al revenues Global Declining Globa	ms of workers' compensation as u 54% 41% 5% 52% 41% 8%
Organization culture and r	resistance to change		51% 39% 44% 46%			
Lack of adequate data an	d technical infrastructure		42% 37% 32% 32%			
Talent availability outlook				DEI Actions		
Talent trend Share of respondents who Improving & Global avera	o expect their talent availab age Worsening & Globa	ility to improve or worsen i I average	in five years	Share of employers surveyed pla 55 I Global 51	nning to implement the diversity, e	equity and inclusion measure
Talent availability when hir 49% -100%	ing	A	+100% 31%	Run comprehensive DEI training for managers and staff	Set DEI goals, targets or quotas	Targeted recruitment, retention and progression initiatives
Talent development of exis 3% -100%	sting workforce		+100% 72%	Al Strategy Share of employers surveyed pla	unning to implement the stated stra	ategy in response to AI's increasing
Talent retention of existing 20% -100%	workforce	*	+100% 36%	79 Global 77	68 Global 69	68 Global 62

Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills Reskilling and upskilling your existing workforce to better work alongside AI

OO Global 62

Hiring new people with skills to better work alongside AI

Sweden

Regional average Income Group a	average				
INDICATORS			INDICATORS		
Labour force participation	(2023)	69%	Secondary Education Attainment	(2022)	84%
Vulnerable employment	(2022)	7%	Tertiary Education Attainment	(2022)	44%
Share of youth not in employment, education, or training (NEET)	(2023)	5%	Ease of finding skilled employees in local labour market	(2024)	5
Unemployment rate	(2023)	6%	Fill vacancies by hiring foreign	(000.1)	
Unemployment rate among workers with basic edu.	(2023)	18%	labour	(2024)	5
Unemployment rate among workers with advanced edu.	(2023)	4%	Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

10% Global 22%	34% Giobal 39%	95% Giobal 83%	91% 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

Economy Global

Broadening digital access	62% 60%	Slower economic growth		41% 42%
Increased efforts and investments to reduce carbon	52% 47%	Increased geopolitical division and conflicts		38% 34%
Rising cost of living, higher prices or inflation	52% 50%	Increased restrictions to global trade and investment		21% 23%
Ageing and declining working- age populations	52% 40%	Stricter anti-trust and competition regulations		21% 17%
Increased efforts and investments to adapt to climate	45% 41%	Increased focus on labour and social issues		17% 46%
Growing working-age populations	41% 24%	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			
Al and information processing technologies (big data, VR, AR	100% 86%	Sensing, laser and optical technologies	21% 18%
Robots and autonomous systems	66% 58%	New materials and composites	17% 30%
Energy generation, storage and distribution	35% 41%	Quantum and encryption	7% 12%
Semiconductors and computing technologies	28% 20%	Satellites and space technologies	3% 9%
Jobs outlook		Skill 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 n	et growth 3 Churr		

 Net growth Global net growth 	wth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists				67	82	67
Business Intelligence Analysts				6	18	6
Assembly and Factory Workers		I,		-6	0	14
Accountants and Auditors		Ļ		-12	-8	15
Accounting, Bookkeeping and Payroll Clerks				-24	-18	24
Data Entry Clerks				-27	-26	27

Skills of the most increase in use by 2030

Economy A Global CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Resilience, flexibility and agility AI and big data 83% 87% Resilience, flexibility and agility Analytical thinking 78% 77% . Leadership and social influence Curiosity and lifelong learning 70% 77% Service orientation and customer service Networks and cybersecurity 68% 61% Technological literacy Creative thinking 57% 61%

Sweden

Upskilling and reskilling o	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				Public po	licy									
Human-machine frontier % of tasks completed by p Human Giobal C ALL TASKS	predominantly people, predominantly people, predomination 📕 Global 📕	dominantly technology, or : fechnology Global	a combination of both	Public po Share of re the talent a Econom	licies to ir espondent availability y ▲Global	nprove tal s who agre	lent av	the parti	, cular publ	ic policy h	has the g	greatest (Dotential to) increase
Now	_		49% 37% 14% 48% 30% 22%	Funding for Provision of	or reskilling of reskilling) and upsk) and upsk	killing Killing						62%	55%
2030			33% 41% 26% 33% 33% 34%	Changes t Improvem Flexibility o	o labour la ents to pul on hiring a	aws relatect	d to ren tion sy: ractice	note work stems	2				48% 33% 33%	52% 36% 47%
Key barriers for business	s transformation			Wage ou	tlook		•					•		
Transformation barriers Share of organisations sur Economy A Global Skills gaps in the labour m Inability to attract talent to Outdated or inflexible regul Lack of adequate data an Organization culture and r	rveyed expecting the barrie	ers will hinder their organis	ation transformation ECONOMY GLOBAL 66% 63% 38% 37% 35% 39% 35% 32% 31% 46%	Wage trer Share of o percentag Growing	nds rganization e of the co Globa	ns projecti ompany's tr d Simila	ng the otal rev ar	share of venues Global	wages an	d other fo	orms of w	vorkers' c	33%	ion as 43% 24% 41% 8%
Talent availability outlook Talent trend Share of respondents who Improving & Global avera	c expect their talent availab age Worsening & Global	ility to improve or worsen i average	n five years	DEI Actio	ns mployers : Global 51	surveyed p	olannin	g to imple	ement the Global 42	diversity,	equity a	and inclus	sion measu	ure
Talent availability when hir 57% -100%	ring		+100% 5%	Run compr managers a	ehensive DEI and staff	training for		Set DEI goal	s, targets or	quotas	Ta	argeted recr rogression ir	uitment, reten nitiatives	tion and
Talent development of exis 5% -100%	sting workforce		+100% 62%	Al Strate	gy mployers : and preva	surveyed p lence	olannin	g to imple	ement the	stated str	rategy ir	n respons	se to Al's ir	ncreasing
14% -100%	g worktorce	*	+100% 33%	76	Global 77			62 1	àlobal 47		Į	5 7 1g	lobal 62	

Reskilling and upskilling your existing workforce to better work alongside AI

OZ Global 47

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

Global 62

Hiring new people with skills to better work alongside AI

Switzerland

INDICATORS			INDICATORS		
Labour force participation	(2023)	68%	Secondary Education Attainment	(2023)	84%
Vulnerable employment	(2022)	10%	Tertiary Education Attainment	(2022)	40%
Share of youth not in employment, education, or training (NEET)	(2023)	7%	Ease of finding skilled employees in local labour market	³ (2024)	4
Unemployment rate	(2023)	4%	Fill vacancies by hiring foreign	())	
Unemployment rate among workers with basic edu.	(2023)	7%	labour	(2024)	5
Unemployment rate among workers with advanced edu.	(2023)	3%	Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

14% Giobal 22%	41% Giobal 39%	97% Global 83%	95% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	6	60%	Increased geopolitical division and conflicts	38% 34%
Increased efforts and investments to reduce carbon	5	9% 47%	Slower economic growth	3 <mark>6%</mark> 42%
Increased efforts and investments to adapt to climate	5	7% 41%	Growing working-age populations	3 <mark>2%</mark> 24%
Increased focus on labour and social issues	4	5% 46%	Stricter anti-trust and competition regulations	21% 17%
Ageing and declining working- age populations	4	40%	Increased restrictions to global trade and investment	9% 23%
Rising cost of living, higher prices or inflation	4	1 <mark>0%</mark> 50%	Increased government subsidies and industrial policy	3% 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 96% 86% technologies (big data, VR, AR... 60% Robots and autonomous systems 58% 36% 41% Energy generation, storage and distribution 32% New materials and composites 30% Semiconductors and computing 23% technologies 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)

Net growth	Job Growth 📃 Jo	b displacement	Net Growth	▲ Global net growth				
1. Net growth	2. Global net gro	-100%	NET GF	ROWTH	100%	1.	2.	3.
Data Analysts a	and Scientists					36	41	36
AI and Machine Specialists	e Learning					31	82	31
Business Intellig	gence Analysts					13	18	30
Managing Direc Executives	ctors and Chief			Ų.		6	5	6
General and O Managers	perations			l,		0	4	1
Administrative A	Assistants and etaries		I			-16	-20	25

Biotechnology and gene technologies	15% 11%
Satellites and space technologies	13% 9%
Sensing, laser and optical technologies	13% 18%
Quantum and encryption	6% 12%

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 Resilience, flexibility and agility AI and big data 84% 92% Leadership and social influence Technological literacy 82% 67% Motivation and self-awareness Networks and cybersecurity 63% 73% Curiosity and lifelong learning Curiosity and lifelong learning 63% L 64% Empathy and active listening Resilience, flexibility and agility 60% 56%

Switzerland

Upskilling and reskilling of	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	Unit of the second seco	11 to upskill					
Human-machine frontier					Public policy				
Human-machine frontien % of tasks completed by	r predominantly people, pre	dominantly technology, or	a combination of	both	Public policies to improve the spondents who age the talent availability	talent availability gree that the particular public	policy has the grea	atest potential to	increase
ALL TASKS	Combination Global	Technology Global			Economy A Global Provision of reskilling and up	skilling		ECONOMY	GLOBAL
			47% 35 48% 30	i% 18% 1% 22%	Funding for reskilling and up	skilling		65%	52%
2030			33% 36 33% 33	3% 31% 3% 34%	Flexibility on hiring and firing	practices		54%	44%
					Improvements to public educ	cation systems		49%	47%
Kou borriero for huginoog	transformation							46%	26%
Transformation barriers					Wage trends				
Share of organisations sur	rveyed expecting the barri	ers will hinder their organis	ation transformat	tion	Share of organizations project percentage of the company's	cting the share of wages and o s total revenues	other forms of work	kers' compensati	ion as
Skills gaps in the labour n	narket		ECONOMY (GLOBAL	Growing Global Sim	nilar Global Declining	Global		
3-6			66%	63%				60%	35% 5%
Organization culture and	resistance to change		51%	46%				52%	41% 8%
Inability to attract talent to	the industry		45%	37%					
Outdated or inflexible reg	ulatory framework		34%	39%					
Lack of adequate data an	nd technical infrastructure		32%	32%					
Talent availability outlook	K				DEI Actions				
Talent trend Share of respondents who	o expect their talent availab	pility to improve or worsen i	n five years		Share of employers surveyed	d planning to implement the di	versity, equity and	inclusion measu	ıre
Improving A Global aver	age Worsening & Globa	l average			65 Global 48	62 Global 51	51	Global 42	
Talent availability when him 58% -100%	ring 	A	+100%	14%	Targeted recruitment, retention and progression initiatives	Run comprehensive DEI train managers and staff	ning for Set DE	El goals, targets or qu	iotas
Talent development of exi	isting workforce		+100%	58%	AI Strategy				
Talent retention of existing	g workforce		▲	50,0	Share of employers surveyed capability and prevalence	d planning to implement the st	ated strategy in res	sponse to Al's in	icreasing
36% -100%	Å	A	+100%	31%	84 Global 77	76 I Global 69	65	D Global 62	

Reskilling and upskilling your existing workforce to better work alongside Al

Hiring new people with skills to better work alongside Al

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

49.6

Contextual indicators

Thailand

Regional average Income Group	average								
NDICATORS				I	INDICATORS				
Labour force participation	(2023)		73	3%	Secondary Education Attainment	(2023)			39%
Vulnerable employment	(2022)		50)%	Tertiary Education Attainment	(2023)			17%
Share of youth not in employment, education, or training (NEET)	(2023)		12	2%	Ease of finding skilled employees in local labour market	(2024)			5
Unemployment rate	(2023)		0)%	Fill vacancies by biring foreign				
Unemployment rate among workers with basic edu.	(2023)		C)%	labour	(2024)			4
Unemployment rate among workers with advanced edu.	(2023)		1	%	Country investment in mid-career training	(2022)			3

Jobs and Skills outlook

12% Giobal 22%	35% Global 39%	97% Giobal 83%	89% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al programmes

Trend outlook

Macrotrends driving business transformation

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

Global			
Increased efforts and investments to reduce carbon	76% 47%	Ageing and declining working- age populations	54% 40%
Slower economic growth	73% 42%	Increased focus on labour and social issues	38% 46%
Broadening digital access	68% 60%	Increased restrictions to global trade and investment	35% 23%
Rising cost of living, higher prices or inflation	68% 50%	Increased government subsidies and industrial policy	32% 21%
Increased geopolitical division and conflicts	57% 34%	Growing working-age populations	32% 24%
Increased efforts and investments to adapt to climate	54% 41%	Stricter anti-trust and competition regulations	16% 17%

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Technology trends

Technology trends driving business transformation

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

 Economy
 Global

 Al and information processing technologies (big data, VR, AR...
 Image: Constraint of the second second

89% 86%	Semiconductors and computing technologies		27% 20%
76% 58%	Quantum and encryption		16% 12%
51% 30%	Biotechnology and gene technologies	-	14% 11%
49% 41%	Satellites and space technologies	-	11% 9%
27% 18%			

Key roles for business transformation

Jobs outlook

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

(i)						
Net growth Job Growth Job	displacement	Net Growth				
1. Net growth 2. Global net grow	rth 3. Churr	1				
		NET GROWTH		1.	2.	3.
	-100%	0	100%			
AI and Machine Learning				41	82	41
Specialists					02	
Digital Transformation Specialists	2			20	35	20
Bigital Hansion allon opeolaiste	,			20	00	20
Managing Directors and Chief		D.		5	5	5
Executives		L. L.		J	5	5
Assembly and Eastery Workers	1				0	22
Assembly and ractory workers		1		-5	0	20
Administrative Assistants and				1 17	20	17
Executive Secretaries				-17	-20	
Data Entry Clarka				00	06	00
Data Entry Clerks				-23	-26	23

Economy A Global			
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Creative thinking		AI and big data	
	74%	, o	93%
Analytical thinking		Analytical thinking	
A	74%	6 A	72%
Resilience, flexibility and agility		Creative thinking	
	719	6	71%
Leadership and social influence		Networks and cybersecurity	
	71%	۵ ۸	67%
AI and big data		Leadership and social influence	
	55%	,	65%

Thailand

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				Public policy		
Human-machine frontier % of tasks completed by	r predominantly people, pre Combination 🚺 Global	edominantly technology, or Technology 📕 Global	a combination of both	Public policies to improve tal Share of respondents who agree the talent availability	ent availability e that the particular public policy ha	as the greatest potential to increase
ALL TASKS				Euoding for reskilling and upski	Iling	ECONOMY GLOBAL
Now			44% 31% 25 % 48% 30% 22%	Flexibility on hiring and firing pr	actices	63% 55%
2030			33% 34% 33%	 Provision of reskilling and upski 	▲ Iling	57% 44%
			33% 33% 34%	Flexibility on setting wages	*	57% 52%
				Improvements to public educat	ion systems	40% 38%
Key barriers for business	s transformation			Wage outlook	*	30% 47%
Economy Global Inability to attract talent to Skills gaps in the labour n Inability to attract talent to Insufficient understanding Organization culture and	b the industry market b my firm g of opportunities resistance to change		ECONOMY GLOBAL 62% 37% 62% 63% 46% 27% 41% 25%	Growing Global Simila	r Global Declining Global	57% 37% 7% 52% 41% 8%
Talent availability outlook	ĸ			DEI Actions		
Talent trend Share of respondents who Improving A Global aver	o expect their talent availa age Worsening A Globa	bility to improve or worsen al average	in five years	Share of employers surveyed p	lanning to implement the diversity, e	equity and inclusion measure
Talent availability when him42%-100%	ring		+100% 29%	Set DEI goals, targets or quotas	Run comprehensive DEI training for managers and staff	Targeted recruitment, retention and progression initiatives
Talent development of exit 0% -100%	isting workforce		+100% 81 %	Al Strategy Share of employers surveyed p	lanning to implement the stated stra	tegy in response to AI's increasing
Talent retention of existing 16% -100%	g workforce	*	+100% 52%	89 Global 77	75 Giobal 69	64 Global 62

Reskilling and upskilling your existing workforce to better work alongside Al 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

7.3

Contextual indicators

INDICATORS				INDICATORS			
Labour force participation	(2023)		50%	Secondary Education Attainment	(2023)		44%
Vulnerable employment	(2022)		21%	Tertiary Education Attainment	(2023)	1	15%
Share of youth not in employment, education, or training (NEET)	(2023)		23%	Ease of finding skilled employees in local labour market	(2024)	1	4
Unemployment rate	(2023)		13%	Fill vacancies by biring foreign	(000.4)		
Unemployment rate among workers with basic edu.	(2023)		11%	labour	(2024)		3
Unemployment rate among workers with advanced edu.	(2023)		21%	Country investment in mid-career training	(2022)		3

Jobs and Skills outlook

20% Giobal 22%	35% Giobal 39%	86% Giobal 83%	91% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	60% 50%	Increased efforts and investments to reduce carbon	32% 47%
Broadening digital access	56% 60%	Increased focus on labour and social issues	32% 46%
Increased efforts and investments to adapt to climate	52% 41%	Growing working-age populations	24% 24%
Slower economic growth	52% 42%	Increased geopolitical division and conflicts	24% 34%
Increased government subsidies and industrial policy	32% 21%	Stricter anti-trust and competition regulations	16% 17%
Increased restrictions to global trade and investment	32% 23%	Ageing and declining working- age populations	<mark>8%</mark> 40%

789 869

58 359 419

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	
Bobots and autonomous systems	

78% 86%	Semiconductors and computing technologies	22% 20%
61% 58%	Quantum and encryption	13% 12%
35% 41%	Sensing, laser and optical technologies	13% 18%
30% 30%	Biotechnology and gene technologies	4% 11%
	Skill outlook	

distribution

Jobs outlook

Key roles for business transformation

Energy generation, storage and

New materials and composites

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

Net growth	Job Growth	Job displacer	nent Net Growth	 Global net growth
1. Net growth	2. Global ne	et growth 3.	Churn	

	-100%	NET GROWTH	100%	1.	2.	3.
Big Data Specialists				27	113	27
Al and Machine Learning Specialists				27	82	27
Robotics Engineers				23	37	23
Accountants and Auditors		, I		0	-8	5
Assembly and Factory Workers				-4	0	36
Accounting, Bookkeeping and Payroll Clerks				-21	-18	21

Skills of increasing use by 2030

Resilience, flexibility and agility

Empathy and active listening

Skills of the most increase in use by 2030

Economy A Global CORE SKILLS OF 2025 Leadership and social influence AI and big data Analytical thinking Creative thinking

SKILLS OF INCREASING USE BY 2030



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 Globa	al 11 y to upskill								
Human-machine frontier					Public polic	cy .						
Human-machine frontie	r predominantly people, pre Combination Global	dominantly technology, or a	a combination c	of both	Public polic Share of res the talent av Economy	cies to improve pondents who a vailability Global	e talent availa agree that the	bility particular publ	ic policy has	the greatest	potential to	increase
Now	-	_	42% 2 48% 3	2 4% 35% 30% 22%	Funding for Flexibility on	reskilling and u hiring and firin	pskilling g practices				55%	55%
2030			36% 2 33% 3	23% 41% 33% 34%	Changes to Improvemen	labour laws rela	ated to remote	e work ns			50% 41%	44% 36%
					Wage subsi	dies	*				41% 41%	47% 26%
Key barriers for business	s transformation				Wage outlo	ook						
Transformation barriers Share of organisations su Economy Global Skills gaps in the labour r	nveyed expecting the barrie	ers will hinder their organis	ation transform	ation GLOBAL	Wage trend Share of org percentage Growing	s ganizations proje of the company Global	ecting the sha y's total revenu similar 🔲 Glob	re of wages and ues pal D eclining	d other forms	of workers'	compensati	ion as
Grand gape in the labour f	namot .		80%	63%							68%	23% 9%
Outdated or inflexible reg Organization culture and	resistance to change		44%	39%							52%	41% 8%
Lack of adequate data ar	nd technical infrastructure		40%	46% 32%								
Inability to attract talent to	the industry		28%	37%								
Talent availability outlool	k				DEI Action	S						
Talent trend Share of respondents whe	o expect their talent availab	ility to improve or worsen i	in five years		Share of em	ployers surveye	ed planning to	implement the	diversity, equ	uity and inclu	sion measu	ire
Talent availability when hi 32% -100%	ring	A 445 430	+100%	6 45%	Targeted recriprogression in	obal 48 uitment, retention an iitiatives	d Run o mana	Global 51 Comprehensive DEI t agers and staff	raining for	Set DEI goal	ilobal 42 s, targets or qu	iotas
Talent development of exi	isting workforce				AI Strategy	,						
9% -100% Talent retention of existing	a workforce		+100%	6 73%	Share of em capability ar	ployers surveye nd prevalence	ed planning to	implement the	stated strate	gy in respon	se to Al's in	creasing
27% -100%			+100%	50%	-			-		= 0		

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 Al



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

Türkiye

INDICATORS			INDICATORS		
Labour force participation	(2023)	55%	Secondary Education Attainment	(2023)	41%
Vulnerable employment	(2022)	25%	Tertiary Education Attainment	(2023)	22%
Share of youth not in employment, education, or training (NEET)	(2023)	22%	Ease of finding skilled employees in local labour market	6 (2024)	4
Unemployment rate	(2023)	8%	Fill vacancies by hiring foreign	())	
Unemployment rate among workers with basic edu.	(2023)	7%	labour	(2024)	3
Unemployment rate among workers with advanced edu.	(2023)	8%	Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

29% Giobal 22%	44% Giobal 39%	88% Giobal 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

Economy Global

Broadening digital access	62% 60%	Increased geopolitical division 33% and conflicts 34%
Rising cost of living, higher prices or inflation	61% 50%	Increased restrictions to global 30% 23%
Increased efforts and investments to reduce carbon	58% 47%	Ageing and declining working- age populations 29%
Increased efforts and investments to adapt to climate	49% 41%	Increased government subsidies 23% 21%
Increased focus on labour and social issues	49% 46%	Stricter anti-trust and competition regulations 22%
Slower economic growth	35% 42%	Growing working-age 20% 20% 24%

Skill outlook

Skills of increasing use by 2030

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	7.	<mark>9%</mark> 36%
Robots and autonomous systems	66	<mark>3%</mark> 58%
Energy generation, storage and distribution	66	0% 11%
New materials and composites	44	0% 30%
Semiconductors and computing technologies	2	1% 20%
Jobs outlook		

Sensing, laser and optical technologies		20% 18%
Quantum and encryption		13% 12%
Biotechnology and gene technologies		8% 11%
Satellites and space technologies		6% 9%
	Sensing, laser and optical technologies Quantum and encryption Biotechnology and gene technologies Satellites and space technologies	Sensing, laser and optical technologies Quantum and encryption Biotechnology and gene technologies Satellites and space technologies

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 Jo	b displacement	Net Growth				
1. Net growth 2. Global het gro	-100%	NET GROWTH	100%	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		I, -		0	5	0
Accountants and Auditors				-4	-8	29



Türkiye

Upskilling and reskilling outlook				
42 Global 41 Would not need training by 2030 28 Global 29 Would be upskilled in their current role 29 Would be upskilled and redeployed	11 Global 11 Would be unlikely to upskill			
Human-machine frontier		Public policy		
Human-machine frontier % of tasks completed by predominantly people, predominantly technology, or Human Global Combination Global Technology Global ALL TASKS	a combination of both	Public policies to improve talent Share of respondents who agree the the talent availability Economy Global	t availability hat the particular public policy has	the greatest potential to increase
Now	49% 29% 22%	Wage subsidies		49% 26%
	48% 30% 22% 36% 29% 35% 33% 33% 34%	Changes to labour laws related to Funding for reskilling and upskilling Provision of reskilling and upskilling Improvements to public education	remote work g g systems	48% 36% 48% 55% 43% 52% 39% 47%
Key barriers for business transformation		Wage outlook		
Transformation barriers Share of organisations surveyed expecting the barriers will hinder their organis Economy Global Skills gaps in the labour market Inability to attract talent to the industry Shortage of investment capital Inability to attract talent to my firm	ECONOMY GLOBAL 66% 63% 42% 37% 40% 26%	Wage trends Share of organizations projecting t percentage of the company's total Growing Global Similar	he share of wages and other forms revenues Global Declining Global	53% 41% 6% 52% 41% 8%
Lack of adequate data and technical infrastructure	36% 32%			
- Talent availability outlook		DEI Actions		
Talent trend		Share of employers surveyed plan	ning to implement the diversity, equ	uity and inclusion measure
Improving & Global average Worsening & Global average	in ive years	59 I Global 48	54 Global 51	46 Global 39
Talent availability when hiring 56% -100%	+100% 19%	Targeted recruitment, retention and progression initiatives	Run comprehensive DEI training for managers and staff	Pay equity reviews and salary audits
Talent development of existing workforce 5% -100% Talent retention of existing workforce	+100% 56%	Al Strategy Share of employers surveyed plan capability and prevalence	ning to implement the stated strate	gy in response to AI's increasing
26% -100%	+100% 33%	78 Global 69	70 I Global 77	62 Global 62

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

Regional average Income Group	average				
INDICATORS			INDICATORS		
Labour force participation	(2023)	84%	Secondary Education Attainment	(2022)	74%
Vulnerable employment	(2022)	1%	Tertiary Education Attainment	(2022)	54%
Share of youth not in employment, education, or training (NEET)	(2023)	9%	Ease of finding skilled employees in local labour market	(2024)	5
Unemployment rate	(2023)	2%	Fill vacancies by hiring foreign	(000.4)	
Unemployment rate among workers with basic edu.	(2023)	1%	labour	(2024)	6
Unemployment rate among workers with advanced edu.	(2023)	2%	Country investment in mid-career training	(2022)	5

1/2

Jobs and Skills outlook

21% Giobal 22%	41% Giobal 39%	85% Giobal 83%	87% 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

Economy Global

Broadening digital access	76% 60%	Slower economic growth	38% 42%
Increased efforts and investments to adapt to climate		Increased restrictions to global trade and investment	30% 23%
Increased efforts and investments to reduce carbon	56%	Increased government subsidies and industrial policy	27% 21%
Rising cost of living, higher prices or inflation	42%	Ageing and declining working- age populations	26% 40%
Increased geopolitical division and conflicts	41%	Growing working-age populations	17% 24%
Increased focus on labour and social issues	38%	Stricter anti-trust and competition regulations	12% 17%

Skills of increasing use by 2030

Technology trends

Technology trends driving business transformation

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

Economy Global		
Al and information processing technologies (big data, VR, AR	91% 86%	Semiconducte technologies
Robots and autonomous systems	66% 58%	Satellites and technologies
Energy generation, storage and distribution	48% 41%	Quantum and
New materials and composites	25% 30%	Biotechnology technologies
Sensing, laser and optical technologies	22% 18%	
Jobs outlook		Skill outlook

Semiconductors and computing technologies	2	20% 20%
Satellites and space technologies	-	14% 9%
Quantum and encryption	1	14% 12%
Biotechnology and gene technologies		<mark>8%</mark> 11%

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 Jo	b displacement	Net Growth				
1. Net growth 2. Global net gro	wth 3. Churr	1				
		NET GROWTH		1.	2.	3.
	-100%	0	100%			
AI and Machine Learning Specialists				47	82	47
Business Intelligence Analysts				22	18	22
Human Resources Specialists		Ū.		8	5	12
Managing Directors and Chief Executives		I,		0	5	6
Accountants and Auditors		, III		-4	-8	13
Data Entry Clerks				-27	-26	30



United Arab Emirates

Upskilling and reskilling o	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				Public policy				
Human-machine frontier				Public policies to improve talent	availability			
% of tasks completed by p	predominantly people, pre-	dominantly technology, or	a combination of both	Share of respondents who agree the talent availability	hat the particular public policy has	the greatest p	otential to	increase
Human Global C	Combination Global	Technology Global		Economy A Global				
ALL TASKS				Funding for reskilling and upskilling	a	E	ECONOMY	GLOBAL
Now			43% 27% 31%				63%	55%
			48% 30% 22%	Provision of reskilling and upskilling	Ĵ			
2030			26% 31% 43%	Elovibility on biring and firing pract	ince		55%	52%
			33% 33% 34%	Flexibility on hinnig and hinnig practi			45%	44%
				Changes to labour laws related to	remote work			
							37%	36%
				Improvements to public education	systems		37%	47%
Kay barriers for husiness	transformation			Wage outlook	A			
	transionnation			Wage outlook				
Share of organisations sur	veyed expecting the barrie	ers will hinder their organis	ation transformation	Share of organizations projecting the	he share of wages and other forms	s of workers' co	ompensati	ion as
Economy A Global			ECONOMY GLOBAL	percentage of the company's total	revenues			
Skills gaps in the labour m	arket			Growing Global Similar	Global Declining Global			
	A aciatanaa ta ahanaa		72% 63%				33% 52% ·	8% 59% 41% 8%
	esistance to change		47% 46%					
Inability to attract talent to	the industry							
			42% 37%					
Outdated or inflexible regu	ulatory framework		34% 39%					
Insufficient understanding	of opportunities							
A			28% 25%					
Talent availability outlook				DEI Actions				
Talent trend				Share of employers surveyed plan	ning to implement the diversity, eq	uity and inclus	ion measu	ire
Share of respondents who	expect their talent availab	ility to improve or worsen i	n five years					
Improving Global avera	age Worsening 🔺 Globa	l average		49 I Global 48	45 Global 42	40 Gir	obal 51	
Talent availability when hiri	ing		1	Targeted recruitment, retention and progression initiatives	Set DEI goals, targets or quotas	Run comprehe managers and	ensive DEI trai d staff	ining for
-100%	A	*	+100% 40%			Ů		
Talent development of exis	sting workforce		10001 500/	AI Strategy				
∠ 70 -100%	A		+100% 58%	Share of employers surveyed plan	ning to implement the stated strate	egy in response	e to Al's in	creasing
Talent retention of existing	workforce		10001	capability and prevalence				
-100%	A	A	+100% 44%	79 Global 77	68 Global 69	55 Gir	obal 47	

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

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

Reskilling and upskilling your existing workforce to better work alongside AI

INDICATORS			INDICATORS		
Labour force participation	(2023)	64%	Secondary Education Attainment	(2023)	79%
Vulnerable employment	(2022)	14%	Tertiary Education Attainment	(2023)	42%
Share of youth not in employment, education, or training (NEET)	(2023)	13%	Ease of finding skilled employees in local labour market	6 (2024)	5
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign	(000.4)	
Unemployment rate among workers with basic edu.	(2023)	4%	Fill vacancies by hiring foreign (labour	(2024)	5
Unemployment rate among workers with advanced edu.	(2023)	2%	Country investment in mid-career training	(2022)	4

1/2

Jobs and Skills outlook

23% Giobal 22%	33% Global 39%	95% Giobal 83%	93% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Rising cost of living, higher prices or inflation	47	%)%
Increased efforts and investments to reduce carbon	57% 47%	Increased focus on labour and social issues	43 46	% 3%
Increased geopolitical division and conflicts	56% 34%	Growing working-age populations	28 24	% 4%
Increased efforts and investments to adapt to climate	56% 41%	Increased restrictions to global trade and investment	26 23	% 3%
Slower economic growth	51% 42%	Increased government subsidies and industrial policy	23 21	% 1%
Ageing and declining working- age populations	48% 40%	Stricter anti-trust and competition regulations	20 17	% 7%

Skill outlook

Skills of increasing use by 2030

Technology trends

Jobs outlook

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%	Sen tecł
Robots and autonomous systems	62% 58%	Qua
Energy generation, storage and distribution	40% 41%	Biot tech
Semiconductors and computing technologies	33% 20%	Sate tech
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%

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 Jo	b displacement	Net Growth				
1. Net growth 2. Global net grow	wth 3. Churn					
	-100%	NET GROWTH	100%	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		II,		-4	4	9
Data Entry Clerks				-26	-26	26



United Kingdom

Upskilling and reskilling of	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				Public policy					
Human-machine frontier % of tasks completed by Human Global	r predominantly people, pred Combination 📕 Global 📕	dominantly technology, or a Technology 📕 Global	a combination of both	Public policies to i Share of responden the talent availability Economy A Globa	mprove talent a ts who agree th y al	availability nat the particular pub	lic policy has th	ne greatest potential t	o increase
Now 2030	-		45% 33% 22% 48% 30% 22%	Provision of reskillin Flexibility on hiring a	g and upskilling and firing practic	ces		55%	Y GLOBAL 52% 44%
			29% 36% 34% 33% 33% 34%	Funding for reskilling Improvements to put Changes to immigra	g and upskilling Iblic education s ation laws	systems		51% 46%	55% 47% 26%
Key barriers for business	s transformation			Wage outlook	•			42/0	20 /8
Transformation barriers Share of organisations sur Economy A Global Skills gaps in the labour n Organization culture and n Lack of adequate data an Inability to attract talent to Outdated or inflexible reg	rveyed expecting the barrie	ers will hinder their organis	ation transformation ECONOMY GLOBAL 62% 63% 46% 46% 40% 32% 38% 37% 30% 39%	Wage trends Share of organizatic percentage of the c Growing Glob	ins projecting th ompany's total r al Similar	ne share of wages ar revenues Global Declining	d other forms o	of workers' compense 42% 52%	48% 10% 41% 8%
Talent availability outlook	(DEI Actions			alterna teore a secto		
Share of respondents who Improving & Global aver. Talent availability when hin 46%100%	o expect their talent availab age Worsening & Globa ring	ility to improve or worsen i I average	n five years +100% 26%	500 I Global 51 Run comprehensive DEI managers and staff	surveyed plann	Targeted recruitment, ret progression initiatives	e arversity, equit	y and inclusion meas 52 Global 42 Set DEI goals, targets or o	gure
Talent development of exi 5% -100%	sting workforce		+100% 69%	Al Strategy Share of employers	surveyed planr	ning to implement the	stated strategy	y in response to Al's	increasing
Talent retention of existing 21% -100%	workforce	Å	+100% 31%	90 Global 77	alence	74 Global 69		66 Global 62	

Reskilling and upskilling your existing workforce to better work alongside Al

74 | Global 69 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

United States of America

Contextual indicators

INDICATORS			INDICATORS		
Labour force participation	(2023)	64%	Secondary Education Attainment	(2023)	95%
Vulnerable employment	(2022)	4%	Tertiary Education Attainment	(2023)	49%
Share of youth not in employment, education, or training (NEET)	(2023)	11%	Ease of finding skilled employees in local labour market	³ (2024)	5
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign	(000.4)	
Unemployment rate among workers with basic edu.	(2023)	5%	labour	(2024)	5
Unemployment rate among workers with advanced edu.	(2023)	2%	Country investment in mid-career training	(2022)	5

1/2

Jobs and Skills outlook

23% Giobal 22%	35% Global 39%	97% Global 83%	94% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	683	Ageing and declining working- age populations 47%
Increased efforts and investments to reduce carbon	609 479	Increased focus on labour and 42% 46%
Increased efforts and investments to adapt to climate	559	Increased restrictions to global 29% 23%
Increased geopolitical division and conflicts	529 343	Growing working-age 26% 24%
Slower economic growth	519	Increased government subsidies 23% 21%
Rising cost of living, higher prices or inflation	499	Stricter anti-trust and competition regulations 17%

33% 30% 31% 20%

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	
Robots and autonomous systems	
Energy generation, storage and distribution	
New materials and composites	
Semiconductors and computing technologies	

94% 86%	Sensing, laser and optical technologies		23% 18%
64% 58%	Quantum and encryption		19% 12%
41% 41%	Biotechnology and gene technologies		15% 11%
33% 30%	Satellites and space technologies	-	10% 9%

Key roles for business transformation

Jobs outlook

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

Net growth Job Growth	ob displacement	Net Growth				
1. Net growth 2. Global net gro	wth 3. Churn	1				
		NET GROWTH		1.	2.	3.
	-100%	0	100%			
AI and Machine Learning				1/2	82	1/2
Specialists				142	02	142
Data Analysts and Scientists				40	41	44
Data Analysis and Scientists				40	41	41
Sustainability Spacialists				24	22	24
Sustainability Specialists				34	33	34
Business Development					10	45
Professionals				14	19	15
General and Operations						
Managers		•		-2	4	
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



United States of America

Upskilling and reskilling o	utlook						
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	U Global 11 Would be unlikely to upskill				
Human-machine frontier				Public policy			
Human-machine frontier % of tasks completed by p	predominantly people, pre	dominantly technology, or	a combination of both	Public policies to improve talent Share of respondents who agree t the talent availability	t availability hat the particular public policy ha	s the greatest potential to	increase
Human Global C	combination Global	Technology Global		Economy Global	Q	ECONOMY	GLOBAL
			44% 33% 23% 48% 30% 22%	Funding for reskilling and upskillin	g	55%	52%
2030			30% 36% 34% 33% 33% 34%	Flexibility on hiring and firing prac	tices	48%	55%
				Improvements to public education	systems	41%	47%
				Changes to labour laws related to	remote work	35%	36%
Key barriers for business	transformation			Wage outlook			
Transformation barriers Share of organisations sur Economy A Global Skills gaps in the labour m Organization culture and r	veyed expecting the barrie arket esistance to change	ers will hinder their organis	ECONOMY GLOBAL	Wage trends Share of organizations projecting I percentage of the company's total Growing Global Similar	he share of wages and other form revenues	us of workers' compensation	on as 48% 11% 41% 8%
Inability to attract talent to	the industry		43% 46%				
Lack of adequate data and	d technical infrastructure		37% 32%				
Outdated or inflexible regu	Ilatory framework		31% 39%				
Talent availability outlook				DEI Actions			
Talent trend Share of respondents who	expect their talent availab	pility to improve or worsen	in five years	Share of employers surveyed plan	ining to implement the diversity, ec	quity and inclusion measu	re
Improving A Global avera	age Worsening 🔺 Globa	l average		62 I Global 48	61 Global 51	55 Global 42	
Talent availability when hiri 41% -100%	ing	A	+100% 27%	Targeted recruitment, retention and progression initiatives	Run comprehensive DEI training for managers and staff	Set DEI goals, targets or quo	otas
Talent development of exis 3% -100%	sting workforce		+100% 68%	Al Strategy Share of employers surveyed plan	ning to implement the stated strat	legy in response to Al's in	creasing
Talent retention of existing 21% -100%	workforce	Å	+100% 35%	Capability and prevalence	73 Global 69	68 Global 62	

Reskilling and upskilling your existing workforce to better work alongside Al

Hiring new people with skills to better work alongside Al

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

19.8

Contextual indicators

Uzbekistan

Regional average Income Group a	average						
INDICATORS				INDICATORS			
Labour force participation	(2020)		62%	Secondary Education Attainment	(2022)	97%	2
Vulnerable employment	(2022)		34%	Tertiary Education Attainment	(2022)	62%	
Share of youth not in employment, education, or training (NEET)	-		NA	Ease of finding skilled employees in local labour market	(2024)	 4	ŧ
Unemployment rate	(2020)		4%	Fill vacancies by hiring foreign	(000.4)		
Unemployment rate among workers with basic edu.	-		NA	labour	(2024)	4	ł
Unemployment rate among workers with advanced edu.	(2020)		1%	Country investment in mid-career training	(2021)	5	5

Jobs and Skills outlook

30% Giobal 22%	36% Giobal 39%	60% Giobal 83%	84% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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%	Increased geopolitical division and conflicts 279	% %
Rising cost of living, higher prices or inflation	51% 50%	Increased restrictions to global 199 trade and investment 235	%
Increased focus on labour and social issues	41% 46%	Increased efforts and 169 investments to adapt to climate 419	%
Growing working-age populations	35% 24%	Increased efforts and 149 investments to reduce carbon 473	%
Increased government subsidies and industrial policy	32% 21%	Ageing and declining working- age populations 400	%
Slower economic growth	30% 42%	Stricter anti-trust and competition regulations 59	%

Skill outlook

Skills of increasing use by 2030

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	
Robots and autonomous systems	
New materials and composites	
Energy generation, storage and distribution	
Quantum and encryption	

69% 86%	Biotechnology and gene technologies	-	17% 11%
47% 58%	Sensing, laser and optical technologies		11% 18%
36% 30%	Semiconductors and computing technologies		11% 20%
33% 41%	Satellites and space technologies		3% 9%
19% 12%			

Key roles for business transformation

Jobs outlook

Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and

structural churn (percent)						
Net growth Job Growth Jol	o displacement	Net Growth				
1. Net growth 2. Global net grow	vth 3. Churr	1				
	-100%	NET GROWTH	100%	1.	2.	3.
Business Intelligence Analysts				21	18	21
University and Higher Education Teachers				21	16	23
Lawyers		ļ.		11	2	13
Accountants and Auditors				6	-8	27
Accounting, Bookkeeping and Payroll Clerks				-13	-18	21
Administrative Assistants and Executive Secretaries		L		-27	-20	27


Uzbekistan

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 frontie	r			Public policy		
Human-machine frontie % of tasks completed by	er v predominantly people, pre	edominantly technology, or	a combination of both	Public policies to improve talent Share of respondents who agree the the talent availability	t availability hat the particular public policy has	the greatest potential to increase
ALL TASKS	Combination Global	Technology Global		Economy A Global		ECONOMY GLOBAL
Now	_		43% 30% 269	Flexibility on hiring and firing pract	ices	57% 44%
2030	_		29% 33% 38° 33% 33% 34°	Provision of reskilling and upskilling	g	57% 47% 50% 52%
				Flexibility on setting wages Changes to labour laws related to	remote work	37% 38%
Key barriers for busines	s transformation			▲ Wage outlook		33% 30%
Transformation barriers	s urveyed expecting the barr	iers will hinder their organis	sation transformation	Wage trends Share of organizations projecting t	the share of wages and other forms	of workers' compensation as
Economy Global			ECONOMY GLOBAL	percentage of the company's total	Global Declining Global	
Skills gaps in the labour i	market		78% 63%			68% 29% 3%
Organization culture and	resistance to change	-	30% 46%			52% 41% 8%
Outdated or inflexible rec	gulatory framework		30% 39%			
Shortage of investment c	capital		30% 26%			
Inability to attract talent to	o the industry		27% 37%			
Talent availability outloo	vk			DEI Actions		
Talent trend				Share of employers surveyed plan	ning to implement the diversity, equ	lity and inclusion measure
Share of respondents wh	no expect their talent availa erage 📕 Worsening 🔺 Glob	bility to improve or worsen al average	in five years	47 Global 48	33 Global 39	27 Global 51
Talent availability when h 37% -100%	iring		+100% 439	Targeted recruitment, retention and progression initiatives	Pay equity reviews and salary audits	Run comprehensive DEI training for managers and staff
Talent development of ex	- kisting workforce	~		AI Strategy		
0% -100%	A workforce		100% 84 9	Share of employers surveyed plan capability and prevalence	ning to implement the stated strate	gy in response to AI's increasing
3% -100%	g worktorce		+100% 719	6		

65 I Global 69 Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills 58 Global 41 Downsizing workforce where Al can replicate people's work 52 | Global 77

Reskilling and upskilling your existing workforce to better work alongside Al

Contextual indicators

Viet Nam

Regional average Income Group	average						
INDICATORS			INDICATORS				
Labour force participation	(2023)	79%	Secondary Education Attainment	(2023)		39	}%
Vulnerable employment	(2022)	52%	Tertiary Education Attainment	(2023)		15	5%
Share of youth not in employment, education, or training (NEET)	(2023)	11%	Ease of finding skilled employees in local labour market	(2024)			5
Unemployment rate	(2023)	1%	Fill vacancies by hiring foreign	(222.4)			
Unemployment rate among workers with basic edu.	(2023)	1%	labour	(2024)			4
Unemployment rate among workers with advanced edu.	(2023)	2%	Country investment in mid-career training	(2022)			4

Jobs and Skills outlook

16% Giobal 22%	37% Giobal 39%	87% Giobal 83%	96% Giobal 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	69% 60%	Increased efforts and investments to adapt to climate		41% 41%
Increased efforts and investments to reduce carbon	66% 47%	Increased focus on labour and social issues		41% 46%
Rising cost of living, higher prices or inflation	59% 50%	Increased geopolitical division and conflicts		28% 34%
Slower economic growth	48% 42%	Growing working-age populations		21% 24%
Ageing and declining working- age populations	48% 40%	Increased government subsidies and industrial policy		17% 21%
Increased restrictions to global trade and investment	45% 23%	Stricter anti-trust and competition regulations		10% 17%

20%

Technology trends

Technology trends driving business transformation

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

Economy Global	
Al and information processing technologies (big data, VR, AR	
Robots and autonomous systems	
Energy generation, storage and distribution	
New materials and composites	
Semiconductors and computing technologies	
Jobs outlook	

76% 86%	Quantum and encryption	10% 12%
72% 58%	Sensing, laser and optical technologies	7% 18%
59% 41%	Biotechnology and gene technologies	7% 11%
52% 30%	Satellites and space technologies	3% 9%
24%		

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 Jol	o displacement	Net Growth Global net growth				
1. Net growth 2. Global net grow	vth 3. Churn					
		NET GROWTH		1	2	3
	-100%	0	100%			
AI and Machine Learning				26	00	26
Specialists				50	02	50
E commorco Specialiste				26	20	26
E-commerce opecialists				20	20	20
Business Development				04	10	04
Professionals				24	19	24
Managing Directors and Chief					-	
Executives		, P		8	5	8
General and Operations		_				-
Managers		Li i		5	4	5
Assembly and Factory Workers				-7	0	20

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030



Viet Nam

Upskilling and reskilling of	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 ups	kill										
Human-machine frontier					Public pol	icy								
Human-machine frontier % of tasks completed by Human Global G	predominantly people, pre Combination 📕 Global 📕	dominantly technology, or Technology 🚺 Global	a combination of both	n S t	Public pol Share of re the talent a Economy	spondents vailability	nprove tale s who agre	ent avai	ilability ne particu	lar public	policy has	s the great	est potential t	o increase
Now			40% 34%	E 25%	Flexibility o	n hiring ar	nd firing pr	actices					59%	44%
2030			25% 37% 33% 33%	38% (34%	Changes to Changes to Wage subs	o immigrat	ion laws	and retir	ement ag	es			59% 50% 46%	55% 26% 25% 26%
Key barriers for business	s transformation				Wage out	look	•							
Transformation barriers Share of organisations su Economy Global Skills gaps in the labour n Lack of adequate data an Organization culture and o Insufficient understanding Outdated or inflexible reg	rveyed expecting the barri narket Ind technical infrastructure resistance to change g of opportunities ulatory framework	ers will hinder their organis	ECONOMY GLOB 62% 63° 55% 32° 41% 46° 41% 25°	BAL % % %	Wage tren Share of or percentage Growing	1s ganization 9 of the co Global	ns projectin mpany's tc I Simila	ng the sł otal reve ar 📕 Gl	nare of wa nues obal	ages and Declining	other form	s of worke	59% 52%	tion as 36% 5% 41% 8%
Talent availability outlook	<				DEI Actior	าร								
Talent trend Share of respondents who Improving & Global averation Talent availability when him 39% -100% Talent development of existing 5% -100% Talent retention of existing 18% -100%	o expect their talent availat age Worsening & Globa ring sting workforce	ility to improve or worsen I average	+100% +100%	30% 77% - 36%	Share of er 61 Lo Set DEI goal AI Strateg Share of er capability a	nployers s ilobal 42 s, targets or o y nployers s and preva	quotas surveyed p lence	Ilanning Tar pro	to implem to implementation of the second s	bal 48 tment, retent iatives	iversity, ec	57 Run cor manage	Global 51 mprehensive DEI to rrs and staff	aining for
-100%		*	+100%		82 1	alobal 77		6	58 I Giot	bal 62		68	Global 47	

Reskilling and upskilling your existing workforce to better work alongside Al

Hiring new people with skills to better work alongside Al

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

Contextual indicators

Zimbabwe

Regional average Income Group	average								
INDICATORS					INDICATORS				
Labour force participation	(2023)			76%	Secondary Education Attainment	(2022)			66%
Vulnerable employment	(2022)			61%	Tertiary Education Attainment	(2022)			17%
Share of youth not in	(20.22)			0000		. ,			
employment, education, or (2 training (NEET)	(2023)			30%	Ease of finding skilled employees in local labour market	(2024)			5
Unemployment rate	(2023)			8%	Fill vegeneige by biring foreign				
Unemployment rate among workers with basic edu.	(2023)			7%	labour	(2024)			4
Unemployment rate among workers with advanced edu.	(2023)			5%	Country investment in mid-career training	(2022)			4

Jobs and Skills outlook

16% Global 22%	47% Global 39%	100% Global 83%	91% Global 88%
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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	78% 50%	Increased government subsidies and industrial policy	28% 21%
Broadening digital access	61% 60%	Increased restrictions to global trade and investment	22% 23%
Increased focus on labour and social issues	56% 46%	Growing working-age populations	22% 24%
Slower economic growth	56% 42%	Ageing and declining working- age populations	17% 40%
Increased efforts and investments to adapt to climate	44% 41%	Increased geopolitical division and conflicts	11% 34%
Increased efforts and investments to reduce carbon	39% 47%		

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	72% 86%
Energy generation, storage and distribution	67% 41%
Robots and autonomous systems	50% 58%
Satellites and space technologies	28% 9%
New materials and composites	17% 30%

Semiconductors and computing technologies	17% 20%
Sensing, laser and optical technologies	11% 18%
Biotechnology and gene technologies	11% 11%
Quantum and encryption	<mark>6%</mark> 12%

Key roles for business transformation

Jobs outlook

Administration Managers

Accountants and Auditors

General and Operations

Managers

Assembly and Factory Workers

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. Churr	ı				
		NET GR	ROWTH		1	2
	-100%	(D	100%	1.	2.
Sustainability Specialists					22	33
Environmontal Protection			A			
Professionals					18	28
Business Services and						7

Skill outlook

З.

22

18

-7 29

9

0 10

-8 12

-9 4

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy A Global CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Motivation and self-awareness Resilience, flexibility and agility 75% 82% Resilience, flexibility and agility Systems thinking 67% 82% Service orientation and customer service Creative thinking 58% 80% Analytical thinking AI and big data 58% 80% Technological literacy Creative thinking 78% 58%

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Zimbabwe

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				Public policy			
Human-machine frontie	r predominantly people, pre	dominantly technology, or	a combination of both	Public policies to improve talent Share of respondents who agree the the talent availability	availability hat the particular public policy has	s the greatest potential to inc	rease
Human Global	Combination 📕 Global 📕	Technology 📕 Global		Economy A Global	systems	ECONOMY GI	LOBAL
Now	_		54% 25% 20% 48% 30% 22%	Changes to labour laws related to	remote work	70%	47%
2030			30% 29% 42% 33% 33% 34%	Flexibility on setting wages		60%	36%
				Funding for reskilling and upskilling	g •	50%	55%
				Provision of reskilling and upskilling	g 	50%	52%
Key barriers for business	s transformation			Wage outlook			
Share of organisation barrers Economy A Global Organization culture and Shortage of investment co	resistance to change	ers will hinder their organis	ation transformation ECONOMY GLOBAL 50% 46%	Share of organizations projecting t percentage of the company's total Growing Global Similar	he share of wages and other form revenues Global Declining Global	s of workers' compensation a 40% 50% 52% 41%	as % 10% % 8%
A Skills gaps in the labour r	narket		44% 63%				
Outdated or inflexible reg	ulatory framework		44% 39%				
			39% 32%				
	Λ.						
Share of respondents who	o expect their talent availab	pility to improve or worsen i	in five years	Share of employers surveyed plan	ning to implement the diversity, ec	juity and inclusion measure	
Improving Global aver	rage Worsening & Globa	l average		70 I Global 48	60 Global 51	40 Global 42	
Talent availability when hi 50%	ring	A	+100% 40%	Targeted recruitment, retention and progression initiatives	Run comprehensive DEI training for managers and staff	Set DEI goals, targets or quotas	
Talent development of exit 10%	isting workforce		400)% 90%	Al Strategy Share of employers surveyed plan	ning to implement the stated strate	egy in response to AI's incre	asing
Talent retention of existing	g workforce		+100% 50%	capability and prevalence	-		3
	A (A		82 Global 77	55 Global 47	55 Global 49	

Reskilling and upskilling your existing workforce to better work alongside Al

55 I Global 47 Transitioning people from jobs that AI will cause to decline, to other roles within your organization

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

Region Profile				1	/ 2		Working Age F	Population (Millions)
Central Asia								33.1
23% Global 22%		38% Giobal	39%		64% Global 83%		63% Global 88%	
Labour-market churn Five-year structural labour-for	ce churn	Shares of core skills	s which will change	e	Organizations with DEI priorities Share of organizations with DEI prior	prities	Al exposure Share of organizations running	g Al programmes
Trend outlook								
Macrotrends driving business	transformation	and an Ularka data d			K			
Region Global	i triat identified triis tre	end as likely to drive ti		ieli organiza	lion			
Broadening digital access				61% 60%	Increased geopolitical division and conflicts			27% 34%
Rising cost of living, higher prices or inflation				52% 50%	Increased efforts and investments to reduce carbon			23% 47%
Increased focus on labour and social issues				37% 46%	Increased restrictions to global trade and investment			19% 23%
Slower economic growth				32% 42%	Increased efforts and investments to adapt to climate			19% 41%
Increased government subsidie and industrial policy	S			30% 21%	Ageing and declining working- age populations			15% 40%
Growing working-age populations				27% 24%	Stricter anti-trust and competition regulations			14% 17%
Technology trends								
Technology trends driving but Share of organizations surveyed Region Global	siness transformatic I that identify the tech	on nology trend as likely	to drive business	transformati	on			
Al and information processing technologies (big data, VR, AR.				69% 86%	Quantum and encryption			10% 12%
Energy generation, storage and distribution				50% 41%	Sensing, laser and optical technologies			10% 18%
Robots and autonomous system	าร			45% 58%	Biotechnology and gene technologies			9% 11%
New materials and composites				36% 30%	Satellites and space technologies			8% 9%
Semiconductors and computing technologies				14% 20%				
Jobs outlook					Skill outlook			
Key roles for business transfe Roles most selected by organiz structural churn (percent)	ormation ations surveyed, orde	red by net role growth	n, and their net gro	owth and	Skills of increasing use by 2030 Skills of the most increase in use by 2	2030		
Net growth Job Growth Job 1. Net growth 2. Global net growth 300 Growth	b displacement Net 0 wth 3. Churn	Global net gro	wth		CORE SKILLS OF 2025	S	KILLS OF INCREASING USE BY 2030	
Al and Machine Learning	-100%	0	100% ^{1.}	2. 3. 82 49	Analytical thinking	A 75%	I and big data	81%
University and Higher Education	י ו		24	16 26	Resilience, flexibility and agility	N 70%	letworks and cybersecurity	70%
Accountants and Auditors			3	-8 15	Creative thinking	M	▲ Nulti-lingualism	
Lawyers		1	-4	2 12	A	68%	•	63%
Accounting, Bookkeeping and Payroll Clerks		, —	-12	-18 13	Motivation and self-awareness	62%	Creative thinking	59%
Administrative Assistants and Executive Secretaries			-18	-20 18	Leadership and social influence	Ta 62%	alent management	59%

Central Asia

Upskilling and reskilling o	putlook									
53 Giobal 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 I Globa	al 11 y to upskill						
Human-machine frontier					Public policy					
Human-machine frontier % of tasks completed by p Human Global G ALL TASKS Now 2030	predominantly people, pre Combination Global	dominantly technology, or a Technology Global	a combination of 44% 3 48% 3 29% 3 33% 3	of both 11% 25% 00% 22% 12% 39% 13% 34%	Public policies to improve talent Share of respondents who agree the the talent availability Region A Global Improvements to public education Funding for reskilling and upskilling Provision of reskilling and upskilling Flexibility on setting wages	availability hat the particular public systems	policy has th	e greatest p	REGION 61% 55% 52% 38%	increase GLOBAL 47% 55% 52% 38%
						*			36%	44%
Key barriers for business	transformation				Wage outlook					
Transformation barriers Share of organisations sur Region A Global Skills gaps in the labour m Organization culture and r Shortage of investment ca Lack of adequate data an Outdated or inflexible region	veyed expecting the barrie	ers will hinder their organis	ation transform REGION 175% 135% 29% 28%	ation GLOBAL 63% 46% 26% 32% 39%	Wage trends Share of organizations projecting t percentage of the company's total Growing Global Similar	he share of wages and o revenues	Other forms o	f workers' c	ompensati	on as 31% 3% 41% 7%
Talent availability outlook	≜				DEL Actions					
Talent trend Share of respondents who Improving Global averation Talent availability when hir 27% -100% Talent development of existing 2% -100% Talent retention of existing	expect their talent availab age Worsening & Globa ing sting workforce	ility to improve or worsen i I average	+100%	6 30% 6 80%	Share of employers surveyed plan 42 I Global 48 Targeted recruitment, retention and progression initiatives AI Strategy Share of employers surveyed plan capability and prevalence	ning to implement the di 38 I Global 39 Pay equity reviews and salar ning to implement the st	y audits	y and inclus 31 GI Run compreh- managers and r in respons	obal 51 ensive DEI trai d staff	ining for
6% -100%	worklorce	*	+100%	66%	62 Giobal 69	54 Global 77		48 g	obal 62	

Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills Reskilling and upskilling your existing workforce to better work alongside Al Hiring new people with skills to better work alongside AI

Eastern Asia				116	57.5
28% Global 22%	32% Giobal 39%		93% Giobal 83%	86% Giobal 88%	
Labour-market churn Five-year structural labour-force churn	Skill disruption Shares of core skills which will change	9	Organizations with DEI priorities Share of organizations with DEI priorities	Al exposure Share of organizations running Al prog	Irammes
Trend outlook					
Macrotrends driving business transform	mation				
Share of organizations surveyed that iden	tified this trend as likely to drive transformation in the	eir organiza	tion		
Ageing and declining working-		84%	Increased geopolitical division		48%
age populations		40%	and conflicts		34%
Broadening digital access		66% 60%	investments to adapt to climate		47% 41%
Slower economic growth		66% 42%	Increased restrictions to global trade and investment		28% 23%
Increased efforts and investments to reduce carbon		61% 47%	Increased government subsidies and industrial policy		22% 21%
Rising cost of living, higher prices or inflation		58% 50%	Growing working-age populations		20% 24%
Increased focus on labour and social issues		52% 46%	Stricter anti-trust and competition regulations		9% 17%
Technology trends					
Technology trends driving business tra	nsformation tify the technology trend as likely to drive business t	transformati	on		
Region Global					
AI and information processing technologies (big data, VR, AR		92% 86%	Sensing, laser and optical technologies		31% 18%
Robots and autonomous systems		61% 58%	Quantum and encryption		27% 12%
Energy generation, storage and distribution		39% 41%	Biotechnology and gene technologies		27% 11%
Semiconductors and computing technologies		39% 20%	Satellites and space technologies		19% 9%
New materials and composites		34% 30%			
Jobs outlook			Skill outlook		
Key roles for business transformation			Skills of increasing use by 2030		
Roles most selected by organizations sur- structural churn (percent)	veyed, ordered by net role growth, and their net grow	wth and	Skills of the most increase in use by 2030		
Net growth Job Growth Job displacer	ment Net Growth A Global net growth		Region A Global		
1. Net growth 2. Global net growth 3.	Churn		CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030	
-100%	0 100%	2. 3.	Analytical thinking	Al and big data	
Al and Machine Learning	49	82 49		71%	87%
General and Operations Managers	31	4 43	Leadership and social influence	Creative thinking	73%
Managing Directors and Chief Executives	19	5 19	Curiosity and lifelong learning	Curiosity and lifelong learning	
Assembly and Factory Workers	-4	0 20		54%	66%
Administrative Assistants and			Creative thinking	Networks and cybersecurity	1
Executive Secretaries	-18	-20 18		04%	64%
Accounting, Bookkeeping and Payroll Clerks	-19	-18 19	Motivation and self-awareness	Leadership and social influence	61%

Region Profile

Working Age Population (Millions)

Eastern Asia

Upskilling and reskilling outlook				
41 I Global 41 Would not need training by 2030 25 I Global 29 Would be upskilled in their current role 25 I Global 29 Would be upskilled and redeployed	15 Global 11 Would be unlikely to upskill	_		
Human-machine frontier		Public policy		
Human-machine frontier % of tasks completed by predominantly people, predominantly technology, or a c Human Global Combination Global Technology Global ALL TASKS	combination of both	Public policies to improve talen Share of respondents who agree t the talent availability Region A Global	t availability that the particular public pol	licy has the greatest potential to increase
Now	51% 31% 18% 48% 30% 22% 35% 38% 27% 33% 33% 34%	Provision of reskilling and upskilling Flexibility on hiring and firing prace Flexibility on setting wages Funding for reskilling and upskilling Changes to pension schemes and	ig d retirement ages	60% 52% 55% 44% 49% 38% 43% 55% 36% 25%
Key barriers for business transformation		▲ Wage outlook		
Transformation barriers Share of organisations surveyed expecting the barriers will hinder their organisation Region Global Organization culture and resistance to change Inability to attract talent to the industry Insufficient understanding of opportunities Inability to attract talent to my firm Cutdated or inflexible regulatory framework	on transformation REGION GLOBAL 64% 46% 53% 37% 44% 25% 41% 27% 39% 39%	Wage trends Share of organizations projecting percentage of the company's total Growing Global Similar	the share of wages and othe I revenues Global Declining	er forms of workers' compensation as Global 55% 43% 2% 52% 41% 7%
≟ Talent availability outlook		DEI Actions		
Talent trend Share of respondents who expect their talent availability to improve or worsen in f Improving & Global average Worsening & Global average Talent availability when hiring 51% -100% Talent development of existing workforce 0% -100% Talent retention of existing workforce 23% -100%	+100% 28%	Share of employers surveyed plan 60 I Global 51 Run comprehensive DEI training for managers and staff AI Strategy Share of employers surveyed plan capability and prevalence	aning to implement the diver	sity, equity and inclusion measure

Reskilling and upskilling your existing workforce to better work alongside Al

Hiring new people with skills to better work alongside Al

68 | Global 69

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

Region Profile Europe				1/2		Working Age Population (Millions) 597.0			
21% Global 22% Labour-market churn		36% Global 39%	·		84% Global 83%	s	90% Global 88%		
Five-year structural labour-ford	e churn	Shares of core skills wr	lich will chang	e	Share of organizations with DEI pr	nonties	Share of organizations running a	ai programmes	
Trend outlook									
Macrotrends driving business Share of organizations surveyed	transformation that identified this tr	end as likely to drive trans	formation in th	neir organi	zation				
Broadening digital access				579	Slower economic growth			37%	
Rising cost of living, higher				60 519	Increased geopolitical division			42% 36%	
Increased efforts and		_		50 51°	Growing working-age populations	_	-	27%	
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 9 41	Increased government subsidiesand industrial policy			16% 21%	
Technology trends									
Technology trends driving bus	iness transformati	on							
Share of organizations surveyed Region Global	that identify the tecl	nnology trend as likely to c	Irive business	transform	ation				
Al and information processing technologies (big data, VR, AR				87°	Sensing, laser and opticaltechnologies			15% 18%	
Robots and autonomous system	s			62° 58	Quantum and encryption			<mark>9%</mark> 12%	
Energy generation, storage and distribution				449 41	 Biotechnology and gene technologies 			9% 11%	
New materials and composites				30° 30	Satellites and spacetechnologies			5% 9%	
Semiconductors and computing technologies				17 ⁴ 20	6				
Jobs outlook					Skill outlook				
Key roles for business transfo Roles most selected by organiza structural churn (percent)	rmation ations surveyed, orde	ered by net role growth, a	nd their net gro	owth and	Skills of increasing use by 2030 Skills of the most increase in use by	2030			
Net growth Job Growth Job 1. Net growth 2. Global net grow 3. Global net growth 3. Global net growth	o displacement Net	Growth Global net growth			Region A Global	:	SKILLS OF INCREASING USE BY 2030		
5 5	-100%	NET GROWTH	1. 100%	2. 3.	Analytical thinking		Al and big data		
AI and Machine Learning Specialists			109	82 109	L 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	71%		91%	
Data Analysts and Scientists			33	41 33	Resilience, flexibility and agility	71%	Networks and cybersecurity	75%	
Business Intelligence Analysts			16	18 21	Leadership and social influence		Technological literacy	700/	
General and Operations Managers		II.	3	4 9		63%		73%	
Administrative Assistants and Executive Secretaries		, L	-17	-20 19	Motivation and self-awareness	59%	Curiosity and lifelong learning	72%	
Accounting, Bookkeeping and Payroll Clerks		I I	-19	-18 24	Curiosity and lifelong learning	58%	Resilience, flexibility and agility	71%	

Europe

Upskilling and reskilling o	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 u	upskill											
Human-machine frontier					Public poli	су									
Human-machine frontier % of tasks completed by p Human Global C ALL TASKS	predominantly people, predominantly people, predomination 📕 Global 📕	dominantly technology, or a	a combination of b	oth	Public poli Share of res the talent a Region	cies to in spondents vailability Global	n prove ta s who agre	lent av	the partic	cular pu	blic policy I	has the	greatest p	ootential to REGION	GLOBAL
Now 2030			48% 32% 48% 30% 34% 34% 33% 33%	 20% 22% 32% 34% 	Funding for Provision of Flexibility of Improvement Changes to	reskilling reskilling n hiring ar nts to pub	and upsk and upsk nd firing p olic educa	illing illing ractice tion sys	s stems					57% 47% 46% 44%	55% 52% 44% 47% 36%
Kev barriers for business	transformation				Wage out	ook	^						·		
Transformation barriers Share of organisations sur Region Global Skills gaps in the labour m Organization culture and r	narket	ers will hinder their organis	ation transformatio REGION GL	08AL	Wage trend Share of org percentage Growing	is ganization of the co	is projecti mpany's t Simila	ng the otal rev ar	share of v venues Global	wages : Declini	and other fo	orms of v ral	workers' c	ompensa 49% 52%	45% 6% 41% 7%
Inability to attract talent to Outdated or inflexible regu Lack of adequate data an	the industry ulatory framework d technical infrastructure		46% 4 41% 3 39% 3	46% 37% 39% 32%											
Talent availability outlook	<u>1</u> 1				DEI Action	s									
Talent trend Share of respondents who Improving Albahavera Talent availability when hiri 54% -100% Talent development of exis 59%	o expect their talent availab age Worsening & Global ing & sting workforce	ility to improve or worsen i I average	n five years +100%	21%	Share of en 52 I c Run compret managers ar	Iobal 51 Iobal 51 Iobal 51	urveyed p	blanning 	g to imple 46 I c Pay equity re	ement t Global 39 eviews and	ne diversity, I salary audits	equity :	and inclus 44 Gk argeted recru progression in	ion meas obal 48 uitment, reter itiatives	ure
5% -100% Talent retention of existing 22% -100%	workforce	*	+100%	63% 36%	Share of en capability a 79 I c	nployers s nd preval lobal 77	urveyed p ence	plannin	g to imple	ement t ilobal 69	ne stated st	rategy i	n response	e to Al's in	ncreasing

Reskilling and upskilling your existing workforce to better work alongside Al

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

Hiring new people with skills to better work alongside AI

Latin America	a and t	he Caribbeai	ו 					3	577.5
23% Global 22%		42% Global 33	1%			89% Giobal 83%		94% Global 88%	
Labour-market churn Five-year structural labour-for	ce churn	Skill disruption Shares of core skills	vhich will chang	e		Organizations with DEI priorities Share of organizations with DEI priorities		Al exposure Share of organizations running Al pr	ogrammes
Trend outlook									
Macrotrends driving business Share of organizations surveyed Region Global	transformation	n his trend as likely to drive tra	nsformation in th	neir org	aniza	tion			
Broadening digital access					70% 60%	Ageing and declining working- age populations			33% 40%
Increased focus on labour and social issues					5 7% 46%	Growing working-age populations			23% 24%
Increased efforts and investments to reduce carbon					50% 47%	Increased restrictions to global trade and investment			19% 23%
Increased efforts and investments to adapt to climate.					43% 41%	Increased geopolitical division and conflicts			16% 34%
Rising cost of living, higher prices or inflation					43% 50%	Increased government subsidies and industrial policy			14% 21%
Slower economic growth					42% 42%	Stricter anti-trust and competition regulations			14% 17%
Technology trends									
Share of organizations surveyed Region Global AI and information processing technologies (big data, VR, AR. Robots and autonomous system Energy generation, storage and distribution New materials and composites Sensing, laser and optical technologies	A that identify the	e technology trend as likely to	drive business		rmati 93% 86% 63% 58% 338% 41% 34% 30% 28% 18%	Semiconductors and computing technologies Biotechnology and gene technologies Satellites and space technologies Quantum and encryption	•		20% 20% 15% 11% 13% 9% 13% 13% 12%
Jobs outlook						Skill outlook			
Key roles for business transform Roles most selected by organization structural churn (percent) Net growth Job Growth Job Growth Job Growth	brmation ations surveyed b displacement wth 3. Churn -100%	ordered by net role growth, Net Growth Global net grow NET GROWTH	and their net gro th 100% ^{1.}	owth ar	ıd	Skills of increasing use by 2030 Skills of the most increase in use by 2030 Region A Global CORE SKILLS OF 2025	:	SKILLS OF INCREASING USE BY 2030	
Data Analysts and Scientists			51	41	51		81%		92%
AI and Machine Learning Specialists			50	82	50	Analytical thinking	74%	Creative thinking	84%
Business Intelligence Analysts			31	18	34	- Leadership and social influence	69%	Technological literacy	81%
Sustainability Specialists Lawyers			-10	33 2	29 15	Systems thinking	67%	Empathy and active listening	70%

-26 -20 26 Empathy and active listening

Region Profile

Administrative Assistants and

Executive Secretaries

Design and user experience

.

70%

67%

Working Age Population (Millions)

Latin America and the Caribbean

Upskilling and reskilling o	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 Glob Would be unliked	al 11 y to upskill	_				
Human-machine frontier					Public policy				
Human-machine frontier % of tasks completed by p Human Global G	r predominantly people, pre Combination Global	dominantly technology, or a	a combination (of both	Public policies to improve talent Share of respondents who agree the the talent availability	availability hat the particular public policy has t	he greatest poter	ntial to	increase
all tasks Now					Region A Global	ces	REG	GION	GLOBAL
2030			51% 2 48% 3	28% 21% 30% 22%	Provision of reskilling and upskilling	a	5	1%	44 <i>%</i>
			37% 2 33% 3	2 9% 34% 33% 34%	Improvements to public education Funding for reskilling and upskilling	systems	5	0%	47%
					Flexibility on setting wages	*	4	7%	38%
Key barriers for business	s transformation				≜ Wage outlook			770	0070
Share of organisations sur Region ▲ Global Skills gaps in the labour m Organization culture and r Outdated or inflexible region Shortage of investment ca Lack of adequate data an	rveyed expecting the barrie	rs will hinder their organis	ation transform REGION 53% 49% 48% 28% 28%	ation GLOBAL 63% 46% 39% 26% 32%	Share of organizations projecting the percentage of the company's total Growing Global Similar	e share of wages and other forms revenues Global Declining Global	of workers' comp	44% 4 52% 4	9% 9% 11% 7%
Talent availability outlook	÷ <				DEI Actions				
Talent trend Share of respondents who Improving A Global avera	o expect their talent availab age Worsening & Globa	ility to improve or worsen i average	n five years		Share of employers surveyed plann	59 Global 48	ity and inclusion i	measu 33	re
37% -100%	ring	Å	+100%	% 37%	Run comprehensive DEI training for managers and staff	Targeted recruitment, retention and progression initiatives	Anti-harrasment pro	tocols	
Talent development of exist 4% -100% Talent retention of existing	isting workforce		+ 100%	% 80%	Al Strategy Share of employers surveyed plann capability and prevalence	ning to implement the stated stratec	gy in response to	Al's ind	creasing
20% -100%	A	*	+100%	57%	79 I Global 77 Reskilling and upskilling your existing workforce to better work alongside Al	74 I Global 69 Hiring new people with skills to design Al tools and enhancements appropriate for	72 Global Hiring new people v work alongside Al	62 vith skills	to better
					inter to contracting or of the	the organization-specific skills	and an an an and a second s		

Region Profile			1 / 2	Working Age Population (Millions)
Middle East and North	iern Africa			197.7
19% Global 22%	46% Global 39%		72% Global 83%	85% Global 88%
Labour-market churn Five-year structural labour-force churn	Skill disruption Shares of core skills which will chan	ge	Organizations with DEI priorities Share of organizations with DEI priorities	Al exposure Share of organizations running Al programmes
Trend outlook				
Macrotrends driving business transformation	and an likely to drive transformation in	their organ	ization	
Region Global		ulei olgali		
Rising cost of living, higher prices or inflation		54 50	 Increased government subsidies and industrial policy 	31%
Broadening digital access		53 60	Increased restrictions to global trade and investment	29% 23%
Slower economic growth		47 42	 Increased focus on labour and social issues 	28% 46%
Increased efforts and investments to reduce carbon		35 47	% Stricter anti-trust and competition % regulations	24% 17%
Increased geopolitical division and conflicts		35 34	Ageing and declining working- % age populations	18% 40%
Increased efforts and investments to adapt to climate		33 41	% Growing working-age % populations	13% 24%
Technology trends				
Share of organizations surveyed that identify the tech Region Global Al and information processing technologies (big data, VR, AR	nology trend as likely to drive busines	s transform 79 86	 Sensing, laser and optical technologies 	1 4% 18%
Robots and autonomous systems		44 58	 Biotechnology and gene technologies 	<mark>8%</mark> 11%
Energy generation, storage and distribution		31 41	 % Satellites and space % technologies 	7% 9%
New materials and composites	I	25 30	% Quantum and encryption	6% 12%
Semiconductors and computing technologies		20 20	%	
Jobs outlook			Skill outlook	
Key roles for business transformation Roles most selected by organizations surveyed, orde structural churn (percent)	red by net role growth, and their net g	rowth and	Skills of increasing use by 2030 Skills of the most increase in use by 2030	
Net growth Job Growth Job displacement Net C 1. Net growth 2. Global net growth 3. Churn	arowth A Global net growth		CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030
-100% Al and Machine Learning	0 100% 1.	2. 3. 82 65	Creative thinking 57%	Al and big data 74%
Business Development Professionals	26	19 26	Resilience, flexibility and agility	Networks and cybersecurity 72%
Business Intelligence Analysts	19	18 23	Analytical thinking	Technological literacy
Assembly and Factory Workers	8	0 26	47%	
Accountants and Auditors	-3	-8 9	Leadership and social influence 46%	Hesilience, flexibility and agility 66%
Administrative Assistants and Executive Secretaries	-33	-20 42	Al and big data 46%	Creative thinking 64%

Middle East and Northern Africa

Upskilling ar	nd reskilling	outlook
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Opskilling and reskilling o	JULIOOK					
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				Public policy		
Human-machine frontier	r			Public policies to improve talen	t availability	
% of tasks completed by	predominantly people, pre	dominantly technology, or	a combination of both	Share of respondents who agree t	that the particular public policy has t	he greatest potential to increase
Human Global G	Combination Global	Technology Global		Region A Global		REGION GLOBAL
Now				Funding for reskilling and upskillin	g	
			42% 26% 32% 48% 30% 22%	Provision of reskilling and upskilling	iq 🔺	58% 55%
2030						53% 52%
			29% 28% 43%	Improvements to public education	n systems	
			33% 33% 34%	Elexibility on setting wages	Å	53% 47%
				howenity on county waged		41% 38%
				Wage subsidies		
				A		41% 26%
Key barriers for business	s transformation			Wage outlook		
Transformation barriers		in an an 11 le fan de antie a fan en en en te		Wage trends		
Region A Global	rveyed expecting the barn	ers will hinder their organis	alion transformation	percentage of the company's tota	l revenues	or workers compensation as
			REGION GLOBAL	Growing Global Similar	Global Declining Global	
Skills gaps in the labour m	narket		63% 63%			63% 27% 10%
Organization culture and r	resistance to change					52% 41% 7%
			42% 46%			
Outdated or inflexible regi	ulatory framework		39% 39%			
Lack of adequate data an	d technical infrastructure					
	<u>.</u>		34% 32%			
Inability to attract talent to	the industry		28% 37%			
	4		2070 0170			
Talent availability outlook	<			DEI Actions		
Talent trend Share of respondents who	o expect their talent availa	bility to improve or worsen	in five years	Share of employers surveyed plar	nning to implement the diversity, equ	ity and inclusion measure
Improving A Global avera	age Worsening & Globa	al average		36 Giobal 42	35 I Global 48	34 Global 51
Talent availability when hir	ring			Set DEI goals, targets or quotas	Targeted recruitment, retention and	Run comprehensive DEI training for
-100%	A	A	+100% 46%		progression initiatives	managers and staff
Talent development of exi	sting workforce			AI Strategy		
-100%			+100% 69%	Share of employers surveyed plar	nning to implement the stated strated	gy in response to AI's increasing
Talent retention of existing	g workforce			capability and prevalence		
14% -100%	A	A	+100% 58%	70	<u> </u>	F 4
				13 Global 77	69 Global 69	57 Global 62
				Reskilling and upskilling your existing workforce to better work alongside AI	Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills to better work alongside Al

Region Profile Northern America	1 /	2	Working Age Population (Millions)		
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% Al 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

Region Global			
Broadening digital access	67% Increased geo 60% and conflicts	opolitical division	45% 34%
Slower economic growth	52% Increased effo 42% investments to	orts and or reduce carbon	44% 47%
Increased focus on labour and social issues	48% Growing workin 46% populations	ing-age	35% 24%
Ageing and declining working- age populations	48% Increased rest 40% trade and inve	trictions to global estment	28% 23%
Increased efforts and investments to adapt to climate	45% Stricter anti-tru 41% regulations	ust and competition	25% 17%
Rising cost of living, higher prices or inflation	45% Increased gov 50% and industrial	vernment subsidies 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

Region Global										
Al and information processing technologies (big data, VR, Al) R				96% 86%	New materials and composites				22% 30%
Robots and autonomous syste	ems				61% 58%	Sensing, laser and optical technologies				16% 18%
Semiconductors and computitechnologies	ng				36% 20%	Satellites and space technologies				9% 9%
Energy generation, storage an distribution	nd				33% 41%	Biotechnology and gene technologies				<mark>9%</mark> 11%
Quantum and encryption					28% 12%					
Jobs outlook						Skill outlook				
Key roles for business trans Roles most selected by organ structural churn (percent)	izations surveyed,	ordered by net role growth	n, and their n	iet growt	th and	Skills of increasing use by 2030 Skills of the most increase in use by 2 Region A Global	2030			
1 Net growth Job Growth	Job displacement	Net Growth A Global net gro	wth				CKII L C			
n wei growin ∠. GioDal Het g	-100%	NET GROWTH	100%	1. 2.	З.	Analytical thinking	Al and	big data		
AI and Machine Learning Specialists			1	91 8	2 91		79%	5	•	90%
Big Data Specialists				33 11	13 35	Resilience, flexibility and agility	Techno 79%	ological literacy		80%

specialists	· · · · · · · · · · · · · · · · · · ·			
Big Data Specialists		33	113	35
Data Analysts and Scientists		22	41	23
Business Development Professionals		12	19	15
General and Operations Managers	Щ	-4	4	14
Accountants and Auditors	П	-7	-8	11

Leadership and social influence Resilience, flexibility and agility 68% 67% Empathy and active listening Creative thinking 66% 65% Technological literacy Networks and cybersecurity 64% 65% .

Northern America

Upskilling and reskilling of	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								
Human-machine frontier				Public policy							
Human-machine frontier % of tasks completed by p Human Global C ALL TASKS	predominantly people, pre Combination 📕 Global 📕	dominantly technology, or a Technology 📕 Global	a combination of both	Public policies f Share of respond the talent availab Region A Glob	to improve talen dents who agree bility bal	t availability that the particula	ar public policy has	the greatest po	otential to	increase GLOBAL	
Now	-		44% 34% 22% 48% 30% 22%	Funding for reski Provision of reski	lling and upskillir illing and upskillir	ng			56%	55%	
2000			31% 38% 31% 33% 33% 34%	Flexibility on hirir Changes to labo	ig and firing prac	tices			46% 40%	44% 36%	
Key barriers for business	s transformation			Improvements to Wage outlook	[,] public education	n systems			40%	47%	
Share of organisations sur Region A Global Skills gaps in the labour m	rveyed expecting the barrie	ers will hinder their organis	ation transformation REGION GLOBAL 67% 63%	Share of organiza percentage of th Growing G	ations projecting e company's tota ilobal Similar	the share of wag al revenues	ges and other forms eclining 🔲 Global	of workers' co	mpensations 35%	on as 52% 14%	
Inability to attract talent to Organization culture and r	the industry		48% 37% 42% 46%						52% 4	11% 7%	
Lack of adequate data an Outdated or inflexible regi	Id technical infrastructure		35% 32% 33% 39%								
Talent availability outlook	(DEI Actions							
Talent trend Share of respondents who Improving & Global avera	o expect their talent availab age Worsening & Globa	vility to improve or worsen i I average	n five years	Share of employe	ers surveyed plan	67 I Globa	ent the diversity, equ	ity and inclusi	on measu bal 39	re	
Talent availability when hir 43% -100%	ring	A	+100% 22%	Targeted recruitmen progression initiative	it, retention and es	Run comprehens managers and st	ive DEI training for aff	Pay equity revie	ws and sala	ry audits	
Talent development of exist 4% -100%	sting workforce		+100% 69%	Al Strategy	are surveyed ala	nning to impleme	ant the stated strate.		to Alla in	creasing	
Talent retention of existing 22% -100%	y workforce	*	+100% 29%	capability and pr	revalence	82 I Globa	an the stated strate	66 I GIO	bal 62	Jeasing	

Reskilling and upskilling your existing workforce to better work alongside Al

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

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

Region	Profile	

86% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

96% | Global 88%

Share of organizations running AI programmes

Al exposure

400.5

20% | Global 22%

CO/O Global 22

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

Trend outlook

Macrotrends driving business transformation

South-eastern Asia

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

43% | Global 39%

Shares of core skills which will change

Skill disruption



Technology trends driving business transformation

Basian Clabal

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

Net growth Job Growth Job displacement Net Growth Global net growth 1. Net growth 2. Global net growth 3. Churn		CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030	
	Region A Global			
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth structural chura (porcent)	and	Skills of the most increase in use by 2030		
	I	Skills of increasing use by 2030		
		Skille of increasing use by 2020		
Jobs outlook		Skill outlook		
Semiconductors and computing lechnologies	21% 20%			
New materials and composites	38% 30%	Biotechnology and gene technologies		3% 11%
Energy generation, storage and distribution	45% 41%	Quantum and encryption		10% 12%
Robots and autonomous systems	72% 58%	Satellites and space technologies		10% 9%
Al and information processing lechnologies (big data, VR, AR	90% 86%	Sensing, laser and optical technologies		14% 18%
negion diobai				

	-100%	0	100%	1.	2.	3.
AI and Machine Learning Specialists				38	82	38
Data Analysts and Scientists				27	41	27
Business Development Professionals				19	19	19
Lawyers		ļ.		6	2	12
Managing Directors and Chief Executives		- N		3	5	3
Accounting, Bookkeeping and Payroll Clerks		L		-23	-18	23

Resilience, flexibility and agility AI and big data 71% 96% Leadership and social influence Networks and cybersecurity 67% 92% Technological literacy Resilience, flexibility and agility 67% 83% Analytical thinking Technological literacy 67% 1 78% Creative thinking Analytical thinking 63% 78%

South-eastern Asia

Upskilling and reskilling of	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 Glob Would be unlike	oal 11 ely to upskill				
Human-machine frontier					Public policy			
Human-machine frontier	r				Public policies to improve talent	availability		
% of tasks completed by	predominantly people, pre	dominantly technology, or	a combination	of both	Share of respondents who agree th	nat the particular public policy has t	the greatest potential t	o increase
Human Global G	Combination Global	Technology Global			the talent availability			
ALL TASKS					Region A Global		REGION	GLOBAL
Now					Flexibility on hiring and firing practi	ices		
			41%	32% 27%		<u>.</u>	59%	44%
			48%	30% 22%	Provision of reskilling and upskilling			
2030					Flouibility on action wares	A	59%	52%
			31%	33% 37%	Flexibility on setting wages		50%	38%
			00%	0070 0470	Funding for reskilling and upskilling	3		
							50%	55%
					Improvements to public education	systems		
							50%	47%
Key barriers for business	s transformation				Wage outlook			
Transformation barriers					Wage trends			
Share of organisations su	rveyed expecting the barri	ers will hinder their organis	ation transform	nation	Share of organizations projecting th	he share of wages and other forms	of workers' compensa	ation as
Region 🔺 Global			DECION	CLOBAL	percentage of the company's total	revenues		
Skills gaps in the labour n	narket		REGION	GLUDAL	Growing Global Similar	Global Declining Global		
			69%	63%			59%	27% 14%
Lack of adequate data an	nd technical infrastructure						52%	41% 7%
	<u> </u>		59%	32%				
Outdated or inflexible reg	ulatory framework		E00/	200/				
Inability to attract talent to	the industry		52%	39%				
mability to attract talent to	, the industry		41%	37%				
Organization culture and	resistance to change							
			41%	46%				
Talent availability outlook	<				DEI Actions			
Talent trend					Share of employers surveyed planr	ning to implement the diversity, equ	ity and inclusion meas	sure
Share of respondents who	o expect their talent availab	pility to improve or worsen i	in five years					
Improving A Global aver	age Worsening 🔺 Globa	l average			59 I Global 42	46 Global 51	46 Global 48	
Talent availability when him	ring				Set DEI goals, targets or quotas	Run comprehensive DEI training for	Targeted recruitment, reter	ntion and
-100%	A		+100	45%		managers and stan	progression mitiatives	
Talent development of exi	isting workforce				AI Strategy			
32% -100%			+100	·% 68%	Share of omployers surveyed aleas	aing to implement the stated strates	av in response to Alla	incroacing
Talant ratention of ovisting			•		capability and prevalence	ning to implement the stated strate(Jy in response to ALS I	ncreasing
			+100	55%				
-100/0	*	A	+100	0078	91 I Global 77	77 I Global 69	59 Global 62	

Reskilling and upskilling your existing workforce to better work alongside Al

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

Hiring new people with skills to better work alongside AI

Region Profile 1				1	/ 2	Working Age Population (Millions)				
Southern Asi	a								873	8.8
28% Giphal 22%		52% I Global &	9%			86% Global 83%		92% Global 88%		
Labour-market churn Five-year structural labour-fore	ce churn	Skill disruption Shares of core skills	which will chang	je		Organizations with DEI priorities Share of organizations with DEI priori	ties	Al exposure Share of organizations running	g Al progran	nmes
Trend outlook										
Macrotrends driving business	transformation									
Share of organizations surveyed	that identified this	trend as likely to drive tra	nsformation in t	neir orga	anizat	ion				
Region Global										
Broadening digital access				6	60%	Increased government subsidies and industrial policy				24% 21%
Increased efforts and investments to reduce carbon				4	5% 47%	Growing working-age populations				18% 24%
Increased focus on labour and social issues				4	5% 46%	Stricter anti-trust and competition regulations				18% 17%
Increased geopolitical division and conflicts				4	0% 34%	Increased restrictions to global trade and investment				16% 23%
Increased efforts and investments to adapt to climate.				3	8 7% 41%	Ageing and declining working- age populations				11% 40%
Rising cost of living, higher prices or inflation				3	3 4% 50%	Slower economic growth				8% 42%
Technology trends										
Technology trends driving bus	iness transforma	ition								
Share of organizations surveyed	that identify the te	echnology trend as likely to	o drive business	transfor	matio	n				
Global	_		_			Comissed store and computing	_			
technologies (big data, VR, AR.					9% 86%	technologies				24%
Robots and autonomous system	s			5	3% 58%	Satellites and space technologies				18% 9%
New materials and composites				3	4% 30%	Biotechnology and gene technologies				18% 11%
Sensing, laser and optical technologies				2	9% 18%	Quantum and encryption				11% 12%
Energy generation, storage and distribution				2	2 <mark>6%</mark> 41%					
Jobs outlook						Skill outlook				
Key roles for business transfo	rmation				_	Skills of increasing use by 2030				
Roles most selected by organiza structural churn (percent)	ations surveyed, or	dered by net role growth,	and their net gr	owth and	d	Skills of the most increase in use by 20.	30			
Net growth Job Growth Job	o displacement	et Growth	th			Region A Global				
1. Net growth 2. Global net grow	vth 3. Churn	NET GROWTH				CORE SKILLS OF 2025	:	SKILLS OF INCREASING USE BY 2030		
Cupply Chain and Lagistics	-100%	0	100%	2. 3.		Analytical thinking	710/	AI and big data		000/
Specialists			30	17 3	30	A	/ 1%		•	93%
Assembly and Factory Workers			23	0 3	39	Creative thinking	55%	Fechnological literacy	l	70%
Business Development Professionals			15	19	15	Al and big data		Creative thinking		
Vocational Education Teachers			14	9	14	A	55%	•		70%
Project Monogora				17	0	Talent management	52%	Quality control		69%
			8	17	Ø	•	02.0	•		
Pavroll Clerks			-25	-18 2	27	Technological literacy	52%	Analytical thinking		65%

Southern Asia

Upskilling and reskilling o	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				Public policy		
Human-machine frontier % of tasks completed by p Human Global G ALL TASKS Now 2030	predominantly people, predominantly people, predominantly Global	dominantly technology, or a fechnology Global	a combination of both 55% 19% 26% 48% 30% 22% 34% 23% 43% 33% 33% 34%	Public policies to improve talent Share of respondents who agree the the talent availability Region Global Provision of reskilling and upskilling Funding for reskilling and upskilling Improvements to public education Flexibility on hiring and firing pract	availability hat the particular public policy has systems	REGION GLOBAL 57% 52% 54% 55% 54% 47% 32% 44%
				Changes to labour laws related to	remote work	29% 36%
Key barriers for business	s transformation			Wage outlook		
Transformation barriers Share of organisations sur Region A Global Skills gaps in the labour m Organization culture and r Outdated or inflexible regi	rveyed expecting the barrie narket resistance to change	ers will hinder their organis	ation transformation REGION GLOBAL 71% 63% 45% 46%	Wage trends Share of organizations projecting the percentage of the company's total Growing Global Similar	he share of wages and other forms revenues Global Declining Global	64% 29% 7%
Insufficient understanding Inability to attract talent to Talent availability outlook	of opportunities		32% 25% 29% 37%	DEI Actions		
Talent trend				Share of employers surveyed plan	ning to implement the diversity, eq	uity and inclusion measure
Share of respondents who Improving A Global avera Talent availability when hir 29% -100% Talent development of exis 7% -100%	o expect their talent availab age Worsening & Global ring sting workforce	ility to improve or worsen i average	+100% 39% +100% 74%	61 I Global 51 Run comprehensive DEI training for managers and staff AI Strategy	57 I Global 42 Set DEI goals, targets or quotas	54 Global 48 Targeted recruitment, retention and progression initiatives
Talent retention of existing 22% -100%	g workforce	Å	+100% 48%	capability and prevalence		58 Gobal 50

Reskilling and upskilling your existing workforce to better work alongside Al Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills

JO | Global 62

Hiring new people with skills to better work alongside Al

Region Profile	1 / 2
Sub-Saharan Africa	

40% | Global 39%

Shares of core skills which will change

Skill disruption

89% | Global 88%

Share of organizations running AI programmes

Al exposure

341.2

31% | Global 22%

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

Trend outlook

Macrotrends driving business transformation

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

Region			
Increased focus on labour and social issues	64% 46%	Increased government subsidies and industrial policy	26% 21%
Broadening digital access	59% 60%	Increased restrictions to global trade and investment	23% 23%
Rising cost of living, higher prices or inflation	59% 50%	Increased geopolitical division and conflicts	21% 34%
Slower economic growth	49% 42%	Growing working-age populations	15% 24%
Increased efforts and investments to reduce carbon	33% 47%	Ageing and declining working- age populations	13% 40%
Increased efforts and investments to adapt to climate	33% 41%	Stricter anti-trust and competition regulations	3% 17%

96% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Technology trends

Executive Secretaries

Technology trends driving business transformation

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

Region Global						
Al and information processing technologies (big data, VR, AR.			85% 86%	Quantum and encryption		13% 12%
Energy generation, storage and distribution			49% 41%	Sensing, laser and optical technologies		8% 18%
Robots and autonomous system	IS		39% 58%	Semiconductors and computing technologies		8% 20%
New materials and composites			18% 30%	Biotechnology and gene technologies		8% 11%
Satellites and space technologies			15% 9%			
Jobs outlook				Skill outlook		
Key roles for business transfor Roles most selected by organize structural churn (percent)	p rmation ations surveyed, ordered by net role grow	th, and their net grow	vth and	Skills of increasing use by 2030 Skills of the most increase in use by 2	2030	
Net growth Job Growth Jo	b displacement Net Growth A Global net gr	owth		Region A Giobai		
1. Net growth 2. Global net grow	wth 3. Churn			CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030	
AI and Machine Learning	-100% 0	100% 1. 2	2. 3.	Resilience, flexibility and agility	AI and big data	89%
Specialists		33	82 33	A		
Assembly and Factory Workers		2	0 10	Technological literacy	Technological literacy 64%	88%
Accountants and Auditors	l _ ll	-3	-8 9	Leadership and social influence	Resilience, flexibility and agility	000/
General and Operations Managers		-9	4 13		01%	03%
Business Services and Administration Managers		-11	-7 27		61%	79%
Administrative Assistants and Executive Secretaries	I	-20	-20 28	Motivation and self-awareness	Creative thinking	76%

58%

76%

Sub-Saharan Africa

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 · Would be unlike	11 ly to upskill												
Human-machine frontier					Public po	licy										
Human-machine frontier % of tasks completed by Human Global C ALL TASKS	redominantly people, predominantly people, predomination 🔲 Global 📃	dominantly technology, or a Fechnology	a combination	of both	Public po Share of re the talent a Region	licies to im espondents availability A Global	nprove tal	ent availa	ability particul	ar public	c policy	has the	greatest p	notential to REGION	increas GLOB	se BAL
Now		_	51% 48%	34% 15% 30% 22%	Funding fo	r reskilling of reskilling	and upski and upski	illing illing	*					68%	55%	6
2030			32% 33%	40% 28% 33% 34%	Changes t	o labour la ents to put	ws related	l to remote	e work					64% 54%	52% 36%	6
					Flexibility	on setting v	vages	*						50% 36%	47% 38%	6
Key barriers for business	s transformation				Wage out	tlook	-									
Transformation barriers Share of organisations sur Region A Global Skills gaps in the labour m	rveyed expecting the barrie	ers will hinder their organis	ation transform	GLOBAL	Wage tren Share of o percentag Growing	Ids rganization e of the con Global	is projectir mpany's to Simila	ng the sha otal revenu r Glob	ure of wa ues bal D	ges and leclining	other fo	orms of v bal	workers' c	ompensati	on as	10%
Shortage of investment ca	apital		51%	26%										52%	41%	7%
Outdated or inflexible reg	ulatory framework		46%	46% 39%												
Lack of adequate data an	nd technical infrastructure		33%	32%												
Talent availability outlook	<				DEI Actio	ns										
Talent trend Share of respondents who Improving & Global avera	o expect their talent availab age Worsening & Global	ility to improve or worsen i average	n five years		Share of e	mployers s Global 48	urveyed p	lanning to	7 I Glob	ent the c	diversity	, equity a	and inclus	obal 42	re	
Talent availability when hir 33% -100%	ring	Å	+1009	% 48%	Targeted re progression	cruitment, rete 1 initiatives	ntion and	Run o mana	comprehen: agers and s	sive DEI tra taff	aining for	S	Set DEI goals	, targets or qu	otas	
Talent development of exi 0% -100%	isting workforce		+100	% 79%	Al Strateg	and provel	urveyed p	lanning to	implem	ent the s	stated si	trategy ii	n respons	e to Al's in	creasin	ng
Talent retention of existing 0% -100%	g workforce	Å	+100°	% 46%	89 i	Global 77		6	1 Glob	al 69		(6 1 I G	obal 49		

Reskilling and upskilling your existing workforce to better work alongside Al tools and enhancements appropriate for the organization-specific skills Re-orienting your organization to target new business opportunities created by Al

80% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Accommodation, Food, and Leisure

24% | Global 22%

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

Trend outlook

Macrotrends driving business transformation

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

42% | Global 39%

Shares of core skills which will change

Skill disruption

Industry Global			
Rising cost of living, higher prices or inflation	64% 50%	Increased geopolitical division 309 and conflicts 349	6
Increased focus on labour and social issues	54% 46%	Increased efforts and 229 investments to adapt to climate 419	6
Broadening digital access	51% 60%	Growing working-age 219 populations 249	6
Increased efforts and investments to reduce carbon	43% 47%	Increased government subsidies and industrial policy 219	6
Slower economic growth	43% 42%	Increased restrictions to global trade and investment 239	6
Ageing and declining working- age populations	43% 40%	Stricter anti-trust and competition regulations 89	6

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	80%	Biotechnology and gene technologies
Robots and autonomous systems	53% 58%	Satellites and space technologies
Energy generation, storage and distribution	38%	Quantum and encryption
New materials and composites	20%	Semiconductors and corr technologies
Sensing, laser and optical technologies	17% 18%	
Jobs outlook		Skill outlook

Biotechnology and gene technologies	-	13% 11%
Satellites and space technologies	-	7% 9%
Quantum and encryption		7% 12%
Semiconductors and computing technologies		7% 20%

77% | Global 88%

Share of organizations running AI programmes

Al exposure

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 A Global net growth

1. Net growth 2. Global net grow	wth 3. Churn					
	-100%		100%	1.	2.	3.
AI and Machine Learning Specialists			I _	64	82	64
General and Operations Managers				41	4	43
Hotel and Restaurant Managers				18	19	20
Food and Beverage Serving Workers		Ļ.		12	6	16
Chefs and Cooks				11	15	13
Accountants and Auditors				2	-8	11

Skill outlook

Industry A Global

Analytical thinking

Creative thinking

38 | Global 41

2030

Would not need training by

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 AI and big data 53% 69% Networks and cybersecurity 51% 69% Leadership and social influence Leadership and social influence 49% 63% Technological literacy 47% 60% Dependability and attention to detail Resilience, flexibility and agility 45% 55% Upskilling and reskilling outlook 19 | Global 19 12 | Global 11 31 | Global 29 Would be unlikely to upskill Would be upskilled in their Would be upskilled and current role

	Workforce Strategy outlook
-	

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

Industry A Global

	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%

Human-machine frontier	Business Practice					
Human-machine frontier	Business practices to improve talent availability					
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed)					
Human Global Combination Global Technology Global	Industry A Global					
ALL TASKS	Supporting employee health and well-being					
Now	69% 64%					
55% 21% 24%	Improving talent progression and promotion processes					
48% 30% 22%	58% 62%					
2030	Offering higher wages					
43% 23% 34%	58% 50%					
33% 33% 34%	Providing effective reskilling and upskilling					
	Improving working nours and overtime policies					
	+ 3/8 30/8					
Key barriers for business transformation	Wage outlook					
Transformation barriers	Wage trends					
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation as					
Industry A Global	percentage of the company's total revenues					
Skills gaps in the labour market	Growing Global Similar Global Declining Global					
66% 63%	56% 38% 7%					
Inability to attract talent to the industry	52% 41% 7%					
55% 37%						
Organization culture and resistance to change						
47% 46%						
Outdated or inflexible regulatory framework						
Lack of adopute data and technical infractructure						
28% 32%						
*						
Talent availability outlook	DEI Actions					
Talent trend	Share of employers surveyed planning to implement the diversity, equity and inclusion measure					
Share of respondents who expect their talent availability to improve or worsen in five years						
Improving Alobal average Worsening Alobal average	52 Global 51 48 Global 42 46 Global 48					
Talent availability when hiring	Due somershansive DEl kolning for Cal DEl sonale as suches Translated requirement retabling and					
59% _100% 20%	managers and staff set DEI goals, targets or quotas largeted recruitment, retention and progression initiatives					
Talent development of existing workforce	AI Strategy					
5% -100% +100% 68%	Share of employers surveyed planning to implement the stated strategy in response to AI's increasing					
Talent retention of existing workforce	capability and prevalence					
23% -100% +100% 50%						
	67 Global 77 56 Global 69 51 Global 69					
	workforce to better work alongside AI tools and enhancements appropriate for the organization-specific skills					

78% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Advanced Manufactoring

50% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Macrotrends driving business transformation

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

37% | Global 39%

Shares of core skills which will change

Skill disruption



Technology trends

Jobs outlook

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	81% 86%
Robots and autonomous systems	69% 58%
New materials and composites	63% 30%
Energy generation, storage and distribution	49% 41%
Sensing, laser and optical technologies	30% 18%

 Semiconductors and computing technologies 		2 <mark>6%</mark> 20%
Biotechnology and gene technologies	2	22% 11%
Quantum and encryption		<mark>8%</mark> 12%
Satellites and space technologies		7% 9%

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 A Global net growth

1. Net growth 2. Global net grow	vth 3. Churn					
	-100%	0 NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists			ļ	82	82	82
Sustainability Specialists				30	33	30
Industrial and Production Engineers				19	15	28
Assembly and Factory Workers				11	0	25
General and Operations Managers		ļ		1	4	9
Administrative Assistants and Executive Secretaries				-24	-20	24

Skill outlook

Industry A Global

CORE SKILLS OF 2025

2030

Skills of increasing use by 2030 Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030

86% | Global 88%

Share of organizations running AI programmes

Al exposure



Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

Industry A Global

		IN	NDUSTRY	GLOBAL
Upskill your workforce				
			83%	85%
Complement and augment your workforce with new technologies	÷			
		1	71%	63%
Accelerate the automation of processes and tasks				
		1	67%	73%

Advanced Manufactoring

Human-machine frontier	Business Practice			
Human-machine frontier Business practices to improve talent availability				
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed)			
Human Global Combination Global Technology Global	Industry A Global		CLOBAL	
ALL TASKS	Providing effective reskilling and upskilling	INDUSTRY	GLUBAL	
Now		67%	63%	
43% 29% 28%	Supporting employee health and well-being	1		
48% 30% 22%		62%	64%	
2030	Improving talent progression and promotion processes			
31% 35% 35%		60%	62%	
33% 33% 34%	Offering higher wages			
	<u>_</u>	56%	50%	
	Tapping into diverse talent pools			
	<u> </u>	50%	47%	
Key barriers for business transformation	Wage outlook			
Transformation barriers	Wage trends			
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers'	compensatio	on as	
Industry A Global	percentage of the company's total revenues			
INDUSTRY GLOBAL	Growing Global Similar Global Declining Global			
Skills gaps in the labour market		56% 3	38% 6%	
Inability to attract talent to the industry		52% 4	41% 7%	
40% 37%				
Organization culture and resistance to change				
34% 46%				
Inability to attract talent to my firm				
32% 27%				
Outdated or inflexible regulatory framework				
30% 39%				
Talent availability outlook	DEI Actions			
Talent trend	Share of employers surveyed algoring to implement the diversity, equity and include			
Share of respondents who expect their talent availability to improve or worsen in five years	Share of employers surveyed planning to implement the diversity, equity and inclu-	JSIOT Measur	.e	
	F7 40 47			
Improving Cooparaverage Worsening Cooparaverage	57 Global 51 49 Global 39 47	Global 48		
Talent availability when hiring	Run comprehensive DEI training for Pay equity reviews and salary audits Targeted re	cruitment, retentio	on and	
42% -100% -100% 37%	managers and staff progression	initiatives		
A A				
	AI Strategy			
270 -100% +100% 1176	Share of employers surveyed planning to implement the stated strategy in respon	nse to Al's inc	creasing	
Talent retention of existing workforce	capability and prevalence			
21% -100% +100% 54%				
A A	80 Global 77 72 Global 69 58	Global 62		
	Reskilling and upskilling your existing Hiring new people with skills to design AL Hiring new people with skills to design AL	neople with skille	to better	
	workforce to better work alongside Al tools and enhancements appropriate for work alongs the organization-specific skills	side Al		

Industry Profile

Agriculture Forestry and Fishing

24% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Macrotrends driving business transformation

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

41% | Global 39%

Shares of core skills which will change

Skill disruption



1/2

67% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Technology trends

Industry Global

Jobs outlook

Technology trends driving business transformation

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

Al and information processing technologies (big data, VR, AR	84% 86%	New materials and comp
Robots and autonomous systems	60% 58%	Semiconductors and contechnologies
Energy generation, storage and distribution	57% 41%	Satellites and space technologies
Biotechnology and gene technologies	41% 11%	Quantum and encryption
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%

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 A Global net growth

1. Net growth 2. Global net grow	vth 3. Churn					
	-100%	NET GROWTH	100%	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

2030

Skills of increasing use by 2030 Skills of the most increase in use by 2030

Industry A Global

CORE SKILLS OF 2025 Systems thinking 639 Analytical thinking 59%

SKILLS OF INCREASING USE BY 2030

83% | Global 88%

Share of organizations running AI programmes

Al exposure

Resilience, flexibility and agility L Environmental stewardship Leadership and social influence Technological literacy 56% 71% Creative thinking AI and big data 56% 70% Resilience, flexibility and agility Creative thinking 1 56% 65% Upskilling and reskilling outlook 16 | Global 19 10 | Global 11 54 | Global 41 21 | Global 29 Would be upskilled in their Would be unlikely to upskill Would not need training by Would be up current role

|--|

Key components of your workforce strategy by 2030 % surveyed organizations selecting the macrotrend to drive workforce transformation

Industry A Global

Workforce Strategy outlook

	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%

Agriculture Forestry and Fishing

Human-machine frontier	Business Practice			
Human-machine frontier	Business practices to improve talent availability			
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest pote	ential to improve talent availability (sh	are of organizations s	urveyed)
Human Global Combination Global Technology Global	Industry A Global		INDUSTRY	GLOBAL
ALL TASKS	Improving talent progression and p	romotion processes		GLODAL
Now			67%	62%
51% 27% 22%	Supporting employee health and w	ell-being		
48% 30% 22%		<u>.</u>	63%	64%
2030	Offering higher wages			
35% 28% 38%			58%	50%
33% 33% 34%	Providing effective reskilling and up	skilling	500/	000/
	Authoritation and income		58%	63%
	Articulate business purpose and im	paci	40%	37%
			42 /0	57 /6
Key barriers for business transformation	Wage outlook			
Transformation barriers	Wage trends			
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting th	e share of wages and other forms of	workers' compensation	on as
Industry A Global	percentage of the company's total r	evenues		
Skills gaps in the labour market	Growing Global Similar	Global Declining Global		
68% 63%			63% 2	29% 8%
Outdated or inflexible regulatory framework			52% 4	41% 7%
51% 39%				
Lack of adequate data and technical infrastructure				
46% 32%				
Inability to attract talent to the industry				
43% 37%				
Organization culture and resistance to change				
38% 46%				
Talent availability outlook	DEI Actions			
Talent trend	Share of employers surveyed plann	ing to implement the diversity, equity	and inclusion measu	re
Share of respondents who expect their talent availability to improve or worsen in five years				
Improving & Global average Worsening & Global average	42 Global 42	38 Global 51	33 Global 48	
Talent availability when hiring	Set DEI goals, targets or quotas	Run comprehensive DEI training for	Targeted recruitment, retention	on and
38% -100% +100% 33%		managers and staff	progression initiatives	
Talent development of existing workforce	AI Strategy			
0% -100% +100% 63%		to only formula and the state of the state	10	
A A	snare of employers surveyed plann capability and prevalence	ing to implement the stated strategy	in response to Al's ind	creasing
+100% 34%	61	61	57	
	Global 69	Global 62	Global 77	

Hiring new people with skills to design Al Hiring new people with skills to better tools and enhancements appropriate for work alongside Al the organization-specific skills

Reskilling and upskilling your existing workforce to better work alongside Al

Industry Profile

87% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Automotive and Aerospace

17% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Macrotrends driving business transformation

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

38% | Global 39%

Shares of core skills which will change

Skill disruption



Technology trends

Jobs outlook

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	739 589
Energy generation, storage and distribution	60% 419
New materials and composites	52% 30%
Sensing, laser and optical technologies	40% 189

 Semiconductors and computing technologies 	38% 20%
Satellites and space technologies	25% 9%
Quantum and encryption	17% 12%
Biotechnology and gene technologies	6% 11%

83% | Global 88%

Share of organizations running AI programmes

Al exposure

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 grov	vth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
Robotics Engineers			1	65	37	65
AI and Machine Learning Specialists				35	82	35
Business Intelligence Analysts		ļ		20	18	25
Human Resources Specialists		I,		3	5	7
Assembly and Factory Workers				2	0	24
Accounting, Bookkeeping and Payroll Clerks				-23	-18	23
Workforce Strategy outlook						

Skill outlook

Creative thinking

Skills of increasing use by 2030 Skills of the most increase in use by 2030

Industry A Global

CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Analytical thinking AI and big data 72% Technological literacy 69% Resilience, flexibility and agility Networks and cybersecurity 67% Motivation and self-awareness Leadership and social influence 62%

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

Industry A Global

	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%



100%

84%

78%

71%

Automotive and Aerospace

Human-machine frontier	Business Practice						
Human-machine frontier	Business practices to improve talent availability						
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed)						
Human Global Combination Global Technology Global	Industry A Global						
ALL TASKS	Providing effective reskilling and upskilling						
Now	73% 63%						
46% 32% 22%	Improving talent progression and promotion processes						
48% 30% 22%	70% 62%						
2030	Supporting employee health and well-being						
31% 33% 36%	65% 64%						
33% 33% 34%	Improving working hours and overtime policies						
	60% 38%						
	Anticulate business purpose and impact						
	51/6 51/6						
Key barriers for business transformation	Wage outlook						
Transformation barriers	Wage trends						
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation as						
	percentage of the company's total revenues						
Skills gaps in the labour market	Growing Global Similar Global Declining Global						
69% 63%	47% 42% 11%						
Organization culture and resistance to change	52% 41% 7%						
52% 46%							
Inability to attract talent to my firm							
42% 27%							
Shortage of investment capital							
40% 20%							
38% 32%							
Â							
Talent availability outlook	DEI Actions						
Talent trend	Share of employers surveyed planning to implement the diversity, equity and inclusion measure						
Share of respondents who expect their talent availability to improve or worsen in five years							
Improving A Global average Worsening A Global average	65 Global 48 54 Global 51 46 Global 39						
Talent availability when biring	Tarrested requirement retention and Pure comprehensive DEI training for Pure antiburguidue and calory surfit						
27% -100% ±100% 5%	progression initiatives managers and staff						
Talent development of existing workforce	AI Strategy						
0% -100% +100% 0%	Share of employers surveyed planning to implement the stated strategy in response to Al's increasing						
Talent retention of existing workforce	capability and prevalence						
	86 Giphal 77 74 Giphal 69 71 Giphal 69						
	workforce to better work alongside AI tools and enhancements appropriate for the organization-specific skills						

Industry Profile

1/2

91% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

83% | Global 88%

Share of organizations running AI programmes

Al exposure

Chemical and Advanced materials

19% | Global 22%

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

Trend outlook

Macrotrends driving business transformation

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

42% | Global 39%

Shares of core skills which will change

Skill disruption



Technology trends driving business transformation

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

Industry Global			
New materials and composites	76% 30%	Biotechnology and gene 18 technologies 11	1%
Al and information processing	73%	Quantum and encryption 12	:%
technologies (big data, VR, AR	86%	12	2%
Energy generation, storage and distribution	64%	Sensing, laser and optical 12	:%
	41%	technologies 18	8%
Robots and autonomous systems	49%	Satellites and space 3	%
	58%	technologies 9	9%
Semiconductors and computing technologies	18% 20%		

85%

70%

63%

68%

I

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 A Global net growth

1. Net growth 2. Global net gro	owth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists				52	82	52
Business Development Professionals				23	19	23
Strategic Advisors				20	20	27
Chemical Processing Plant Operators		, T		11	9	15
Lawyers		ļ		-1	2	10
Administrative Assistants and Executive Secretaries				-22	-20	22
Workforce Strategy outlook						

Skills of increasing use by 2030

Skill outlook

Industry A Global

Skills of the most increase in use by 2030

CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Resilience, flexibility and agility AI and big data 66% 86% Creative thinking Environmental stewardship 62% Leadership and social influence Talent management 59% 67% Motivation and self-awareness Networks and cybersecurity 52% 65% Curiosity and lifelong learning Leadership and social influence 48% 639 Upskilling and reskilling outlook 48 | Global 41 26 I Global 29 18 | Global 19 8 | Global 11 Would not need training by Would be up Would be unlikely to upskill Would be upskilled in their 2030 current role

Industry A Global INDUSTRY GLOBAL Upskill your workforce 73% Hire staff with new skills to meet emerging business needs 68%

% surveyed organizations selecting the macrotrend to drive workforce transformation

Key components of your workforce strategy by 2030

Complement and augment your workforce with new technologies

Human-machine frontier	Business Practice						
Human-machine frontier	Business practices to improve talent availability						
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed)						
Human Global Combination Global Technology Global	Industry A Global						
ALL TASKS	INDUSTRY GLOBAL						
Now	75% 62%						
38% 37% 26%	Supporting employee health and well-being						
48% 30% 22%	63% 64%						
2030	Offering higher wages						
28% 35% 37%	50% 50%						
33% 33% 34%	Articulate business purpose and impact						
	46% 37%						
	Tapping into diverse talent pools						
	40% 47%						
Key barriers for business transformation	Wage outlook						
Transformation barriers	Wage trends						
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation as						
Industry A Global	percentage of the company's total revenues						
Skills gaps in the labour market	Growing Global Similar Global Declining Global						
56% 63%	46% 50% 4%						
Inability to attract talent to the industry	52% 41% 7%						
50% 37%							
Organization culture and resistance to change							
44% 46%							
Outdated or inflexible regulatory framework							
44% 39%							
Inability to attract talent to my firm							
▲							
Talent availability outlook	DEI Actions						
Talent trend	Share of employers surveyed planning to implement the diversity, equity and inclusion measure						
Share of respondents who expect their talent availability to improve or worsen in five years							
Improving A Global average	48 Giobal 51 48 Giobal 42 44 Giobal 39						
Talent availability when hiring	Run comprehensive DEI training for Set DEI goals, targets or guidas Pav equity reviews and salary audits						
33% -100% +100% 25%	managers and staff						
Talent development of existing workforce	AI Strategy						
4% -100% +100% 75%	Share of employers surveyed planning to implement the stated strategy in response to AI's increasing						
Talent retention of existing workforce	capability and prevalence						
17% -100% +100% 54%							
	65 Global 69 65 Global 77 48 Global 62						
	Hiring new people with skills to design Al Reskilling and upskilling your existing Hiring new people with skills to better tools and enhancements appropriate for workforce to better work alongside Al work alongside Al						

Industry Profile

Education and Training

22% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Industry Global

Macrotrends driving business transformation

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

44% | Global 39%

Shares of core skills which will change

Skill disruption

Broadening digital access	75% 60%	Ageing and declining working- age populations	29% 40%
Increased focus on labour and social issues	54% 46%	Growing working-age populations	27% 24%
Slower economic growth	45% 42%	Increased government subsidies and industrial policy	20% 21%
Rising cost of living, higher prices or inflation	41% 50%	Stricter anti-trust and competition regulations	18% 17%
Increased geopolitical division and conflicts	36% 34%	Increased efforts and investments to reduce carbon	16% 47%
Increased efforts and investments to adapt to climate	30% 41%	Increased restrictions to global trade and investment	11% 23%

1/2

91% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

93% | Global 88%

Share of organizations running AI programmes

Al exposure

Technology trends

Industry Global

Technology trends driving business transformation

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

Al and information processing technologies (big data, VR, AR	91% 86%	Satellites and space 11% technologies 9%	6 %
Robots and autonomous systems	55% 58%	New materials and composites	6 %
Semiconductors and computing technologies	23% 20%	Quantum and encryption 9%	6 %
Energy generation, storage and distribution	20% 41%	Biotechnology and gene 7% technologies 119	6 %
Sensing, laser and optical technologies	16% 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)

Net growth Job Growth Job displacement Net Growth A Global net growth

1. Net growth 2. Global net gr	owth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists		l		42	82	42
Sustainability Specialists				34	33	34
University and Higher Education Teachers	on			19	16	24
Vocational Education Teachers				13	9	21
Administrative Assistants and Executive Secretaries				-8	-20	21
Data Entry Clerks				-30	-26	33

Skills of increasing use by 2030

Skill outlook

CORE SKILLS OF 2025

Skills of the most increase in use by 2030

Industry A Global

Analytical thinking AI and big data 85% 70% Resilience, flexibility and agility Curiosity and lifelong learning 66% Creative thinking Creative thinking 64% 79% AI and big data Technological literacy 56% 76% Curiosity and lifelong learning Analytical thinking 54% 1 Upskilling and reskilling outlook 13 | Global 11 18 | Global 19 42 | Global 41 26 | Global 29 Would not need training by Would be unlikely to upskill Would be upskilled in their Would be up: 2030 current role

SKILLS OF INCREASING USE BY 2030

%	su	rve	yed	orgar	nizati	ons	selec	ting	the	macro	rend	to	drive	workfor	ce tr	ransfo	ormatior	1

Key components of your workforce strategy by 2030

Industry A Global

Workforce Strategy outlook

		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%
A			

Education and Training

Human-machine frontier	Business Practice				
Human-machine frontier	Business practices to improve talent availability				
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of	organizations surveyed)			
Human Global Combination Global Technology Global	Industry A Global				
ALL TASKS	Improving talent progression and promotion processes	INDUSTRY GLOBAL			
Now		61% 62%			
57% 25% 19%	Offering higher wages				
48% 30% 22%		61% 50%			
2030	Supporting employee health and well-being				
39% 29% 31%		55% 64%			
33% 33% 34%	Tapping into diverse talent pools				
		50% 47%			
	Providing effective reskilling and upskilling	400/ 000/			
	<u>_</u>	43% 63%			
Key barriers for business transformation	Wage outlook				
Transformation barriers	Wage trends				
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of worke	ers' compensation as			
Industry Global	percentage of the company's total revenues				
Skills gaps in the labour market	Growing Global Similar Global Declining Global				
57% 63%		57% 41% 2%			
Organization culture and resistance to change		52% 41% 7%			
48% 46%					
Inability to attract talent to my firm					
32% 27%					
Outdated or inflexible regulatory framework					
32% 39%					
Lack of adequate data and technical infrastructure					
<u>30%</u> 32%					
Talent availability outlook	DEI Actions				
Talent trend	Share of employers surveyed planning to implement the diversity, equity and i	nclusion measure			
Share of respondents who expect their talent availability to improve or worsen in five years					
Improving & Global average Worsening & Global average	55 Global 51 41 Global 48 41	Global 33			
Talaat availability when biring					
30% 100% 42%	managers and staff progression initiatives	rasment protocols			
Talent development of existing workforce	AI Strategy				
5% -100% +100% 74%	Share of employers surveyed planning to implement the stated strategy in res	nonse to Al's increasing			
	capability and prevalence	pense to rise more asing			
20% -100% · 100%					
+100% +70%	81				
		GIODAI 49			
	Reskilling and upskilling your existing workforce to better work alongside Al Hiring new people with skills to design Al Re-orie tools and enhancements appropriate for the organization-specific skills Al	nting your organization to target siness opportunities created by			

2 / 2

Industry Profile Electronics		1 / 2	
17% Giobal 22% Labour-market churn Five-year structural labour-force churn	33% Global 39% Skill disruption Shares of core skills which will change	87% Global 83% Organizations with DEI priorities Share of organizations with DEI priorities	95% I Global 88% Al exposure Share of organizations running Al programmes
Trend outlook Macrotrends driving business transformatior			

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	64% In 47% tra	acreased restrictions to global rade and investment	32% 23%
Broadening digital access	57% In 60% in	ncreased efforts and avestments to adapt to climate	29% 41%
Ageing and declining working- age populations	50% 40% SI	lower economic growth	25% 42%
Rising cost of living, higher prices or inflation	46% G 50% p	arowing working-age opulations	21% 24%
Increased geopolitical division and conflicts	43% In 34% ar	ncreased government subsidies	18% 21%
Increased focus on labour and social issues	39% St 46% re	tricter anti-trust and competition	18% 17%

Technology trends

Industry Global

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%	New materials and composites		28% 30%
Robots and autonomous systems	69% 58%	Quantum and encryption		21% 12%
Energy generation, storage and distribution	59% 41%	Satellites and space technologies	_	10% 9%
Semiconductors and computing technologies	55% 20%	Biotechnology and gene technologies		7% 11%
Sensing, laser and optical technologies	38% 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)

Net growth Job Growth Job displacement Net Growth A Global net growth

1. Net growth 2. Global net grow	wth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists			ļ	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

Industry A Global CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Analytical thinking AI and big data 80% Creative thinking Resilience, flexibility and agility 76% Resilience, flexibility and agility Networks and cybersecurity 68% Motivation and self-awareness Leadership and social influence 60% Leadership and social influence Creative thinking 60% Upskilling and reskilling outlook 121 Global 11 38 | Global 41 33 | Global 29 17 | Global 19 Would not need training by 2030 Would be unlikely to upskill Would be upskilled in their Would be upskilled and current role

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

Industry	Global

	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%

83%

68%

68%

64%

56%
Human-machine frontier	Business Practice			
Human-machine frontier % of tasks completed by predominantly people, predominantly technology, or a combination of both	Business practices to improve to Top practices with the greatest po	alent availability tential to improve talent availability (share of organizations	surveyed)
Human Global Combination Global Technology Global	Industry A Global		INDUSTRY	GLOBAL
ALLTASKS	Supporting employee health and	well-being		
Now		<u> </u>	61%	64%
40% 40% 219	6 Articulate business purpose and i 6	mpact	57%	37%
2030	Providing effective reskilling and u	ıpskilling	5175	0770
25% 39% 35%	6		57%	63%
33% 33% 34	6 Improving talent progression and	promotion processes		
		A	52%	62%
	Tapping into diverse talent pools		50%	179/
		4	5270	47 /0
Key barriers for business transformation	Wage outlook			
Transformation barriers	Wage trends			
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting	the share of wages and other forms	of workers' compensat	ion as
Industry A Global INDUSTRY GLOBAL	percentage of the company's tota			
Skills gaps in the labour market	Growing Global Similar	Global Declining Global		
64% 63%			35%	56% 9%
Inability to attract talent to the industry			52%	4170 770
Quitdated or inflexible regulatory framework				
43% 39%				
Inability to attract talent to my firm				
36% 27%				
Shortage of investment capital				
<u>32%</u> 26%				
Talent availability outlook	DEI Actions			
Talent trend	Share of employers surveyed plar	nning to implement the diversity, equ	uity and inclusion measu	ure
Share of respondents who expect their talent availability to improve or worsen in five years				
Improving & Global average Worsening & Global average	48 Global 51	44 Global 39	39 Global 48	
Talent availability when hiring	Bun comprehensive DEI training for	Pay equity reviews and salary audits	Targeted recruitment, reten	tion and
61% -100% +100% 13 ⁴	managers and staff		progression initiatives	lon and
Talent development of existing workforce	AI Strategy			
+100% /4*	Share of employers surveyed plar	nning to implement the stated strate	gy in response to Al's ir	creasing
Talent retention of existing workforce	capability and prevalence			
9% -100% +100% 449	6	07	50	
	B Global 77	D/ Global 69	52 Global 47	
	Reskilling and upskilling your existing workforce to better work alongside Al	Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills	Transitioning people from jo cause to decline, to other re your organization	bs that AI will bles within

Energy Technology and Utilities

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Macrotrends driving business transformation

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

40% | Global 39%

Shares of core skills which will change

Skill disruption



1/2

81% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Technology trends

Technology trends driving business transformation

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



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 A Global net growth

1. Net growth 2. Global net gro	wth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists		I		46	82	46
Renewable Energy Engineers				46	38	46
Sustainability Specialists				32	33	32
Energy Engineers				20	18	21
Project Managers				12	17	14
Accounting, Bookkeeping and Payroll Clerks		, El		-15	-18	15
Workforce Strategy outlook						

0,

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

	Industry	Global
--	----------	--------

	INDUSTRY	GLOBAL
Upskill your workforce		
	90%	85%
Hire staff with new skills to meet emerging business needs		
	77%	70%
Complement and augment your workforce with new technologies		
	69%	63%

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Industry A Global CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Analytical thinking AI and big data 91% Creative thinking Networks and cybersecurity 74% Resilience, flexibility and agility Technological literacy 67% 67% Technological literacy Curiosity and lifelong learning 61% 67% Leadership and social influence Leadership and social influence 57 Upskilling and reskilling outlook 39 | Global 41 32 I Global 29 18 | Global 19 Global 11 Would not need training by Would be up Would be unlikely to upskill Would be upskilled in their 2030

72% | Global 88%

Al exposure

Share of organizations running AI programmes

Energy Technology and Utilities

Human-machine frontier		Business Practice			
Human-machine frontier	E	Business practices to improve ta	lent availability		
% of tasks completed by predominantly people, predominantly technology, or a combination of both	h T	Top practices with the greatest pote	ential to improve talent availability (share of organizations s	urveyed)
Human Global Combination Global Technology Global		Industry A Global		N.D. LOTOV	
ALL TASKS	l	mproving talent progression and p	romotion processes	INDUSTRY	GLOBAL
Now			· · · · · · · · · · · · · · · · · · ·	79%	62%
43% 34% 2	23% F	Providing effective reskilling and up	skilling		
48% 30% 2	22%	0 0 1	5	77%	63%
2030	5	Supporting employee health and w	ell-being		
31% 38% 3	31%		0	62%	64%
33% 33% 3	34%	Articulate business purpose and im	ipact 🔺		
				51%	37%
	C	Offering remote and hybrid work or	oportunities within countries		
				51%	43%
	- 1				
Key barriers for business transformation		Wage outlook			
Transformation barriers	٧	Wage trends			
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	S	Share of organizations projecting th	he share of wages and other forms	of workers' compensati	on as
Industry A Global	þ	percentage of the company's total i	revenues		
INDUSTRY GLOE	BAL	Growing Global Similar	Global Declining Global		
Skills gaps in the labour market				500/	000/ 400/
81% 639	%			52%	38% 12%
Outdated or inflexible regulatory framework				02/0	11/0 1/0
44% 39%	%				
Inability to attract talent to the industry					
37% 37%	%				
Organization culture and resistance to change	~				
37% 40%	70				
Lack of adequate data and technical infrastructure	0/				
30% 32%	.70				
Talent availability outlook		DEI Actions			
Talent trend		Share of employers surveyed plann	ing to implement the diversity equi	ity and inclusion measu	re
Share of respondents who expect their talent availability to improve or worsen in five years		share of employere carreyea plan	ing to imploment the altereity, equ		
Improving		60	60	55	
		OZ Global 51	Global 42	33 Global 48	
Talent availability when hiring		Run comprehensive DEI training for	Set DEI goals, targets or quotas	Targeted recruitment, retenti	on and
37% -100% +100%	2%	managers and staff		progression initiatives	
Talent development of existing workforce		AI Strategy			
26% -100% +100% 2	21%	, in Olitalogy			
A A +10078	5	Share of employers surveyed planr	ing to implement the stated strateg	gy in response to AI's in	creasing
Talent retention of existing workforce	C	capability and prevalence			
43% -100% +100% 3	39%			•	
· · · · · · · · · · · · · · · · · · ·		/4 Global 69	/4 Global 77	61 Global 62	
		Hiring new people with skills to design Al	Reskilling and upskilling your evicting	Hiring new people with skills	to better
		tools and enhancements appropriate for the organization-specific skills	workforce to better work alongside Al	work alongside Al	L. DOUD

1 / 2

88% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Financial services and Capital markets

30% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

la duatra Clabal

Macrotrends driving business transformation

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

41% | Global 39%

Shares of core skills which will change

Skill disruption

diobai				
Broadening digital access	79% 60%	Increased efforts and investments to reduce carbon		35% 47%
Increased efforts and investments to adapt to climate	53% 41%	Increased focus on labour and social issues		33% 46%
Slower economic growth	50% 42%	Increased restrictions to global trade and investment		28% 23%
Rising cost of living, higher prices or inflation	47% 50%	Growing working-age populations		23% 24%
Ageing and declining working- age populations	37% 40%	Stricter anti-trust and competition regulations		23% 17%
Increased geopolitical division and conflicts	36% 34%	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

Industry Global

AI and information processing technologies (big data, VR, AR	95% 86%	New materials and composites	9% 30%
Robots and autonomous systems	53% 58%	Sensing, laser and optical technologies	6% 18%
Quantum and encryption	26% 12%	Satellites and space technologies	5% 9%
Semiconductors and computing technologies	1 <mark>8%</mark> 20%	Biotechnology and gene technologies	3% 11%
Energy generation, storage and distribution	16% 41%		

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 A Global net growth

rth 3. Churn						
1000	NET GROWTH			1.	2.	з.
-100%	0		100%			
			•	228	82	228
		ļ		40	41	40
				18	18	20
	ļ			12	11	15
				3	5	13
				-11	-8	14
	-100%	NET GROWTH -100% 0 I I I I I I I I I I I I I I I I I I I I I I I I I I	NET GROWTH -100% 0	NET GROWTH -100% 0 100%	NET GROWTH 100% -100% 0 100% 100%	NET GROWTH 100% 1. 2. 100% 100% 1. 2. 100% 100% 1. 2. 100% 100% 1. 2. 100% 1. 2. 82 100% 1. 1. 1. 100% 1. 1. 1. 100% 1. 1. 1. 100% 1. 1. 1. 100% 1. 1. 1. 100% 1. 1. 1.

Workforce Strategy outlook

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

Industry A Global

	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%
· · · · · · · · · · · · · · · · · · ·		



Skill outlook

Industry A Global

CORE SKILLS OF 2025

Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030

97% | Global 88%

Share of organizations running AI programmes

Al exposure

Analytical thinking AI and big data 95% 80% Resilience, flexibility and agility Technological literacy 73% 84% Leadership and social influence Networks and cybersecurity 66% 82% Creative thinking Resilience, flexibility and agility 65% 68% Technological literacy Creative thinking

Upskilling and reskilling outlook

42 Global 41	25 I Global 29	21 Global 19	12 I 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	

65%

67%

Financial services and Capital markets

Human-machine frontier	Business Practice
Human-machine frontier	Business practices to improve talent availability
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed)
Human Global Combination Global Technology Global	Industry A Global
ALL TASKS	Providing effective reskilling and upskilling
Now	71% 63%
44% 35% 21%	Supporting employee health and well-being
48% 30% 22%	65% 64%
2030	Improving talent progression and promotion processes
28% 35% 38%	61% 62%
33% 33% 34%	Offering remote and hybrid work opportunities within countries
	58% 43%
	Tapping into diverse talent pools
	5176 4176
Key barriers for business transformation	Wage outlook
Transformation barriers	Wage trends
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation as
Industry A Global	percentage of the company's total revenues
Skills cans in the labour market	Growing Global Similar Global Declining Global
66% 63%	46% 45% 8%
Organization culture and resistance to change	41% 8% 0%
52% 46%	
Outdated or inflexible regulatory framework	
44% 39%	
Lack of adequate data and technical infrastructure	
38% 32%	
Inability to attract talent to the industry	
<u>34%</u> 37%	
Talent availability outlook	DEI Actions
Talent trend	Share of employers surveyed planning to implement the diversity equity and inclusion measure
Share of respondents who expect their talent availability to improve or worsen in five years	
Improving A Global average Worsening A Global average	59 57 47
	JO Global 51 J Global 48 47 Global 39
Talent availability when hiring	Run comprehensive DEI training for Targeted recruitment, retention and Pay equity reviews and salary audits
28% -100% +100% 1%	managers and stain progression minatives
Talent development of existing workforce	AL Strategy
23% -100% +100% 15%	Alonategy
	Share of employers surveyed planning to implement the stated strategy in response to AI's increasing
Talent retention of existing workforce	
37% -100% +100% 37%	00 74 00
	OU Global 77 / 4 Global 69 OU Global 62
	Reskilling and upskilling your existing workforce to better work alongside AI Hiring new people with skills to design AI Hiring new people with skills to better tools and enhancements appropriate for the organization-specific skills work alongside AI work alongside AI

Government and Public sector

23% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Industry Global

Macrotrends driving business transformation

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

38% | Global 39%

Shares of core skills which will change

Skill disruption

Broadening digital access	60% 60%	Slower economic growth	32% 42%
Increased efforts and investments to adapt to climate	56% 41%	Increased government subsidies and industrial policy	30% 21%
Increased efforts and investments to reduce carbon	54% 47%	Increased geopolitical division and conflicts	30% 34%
Increased focus on labour and social issues	49% 46%	Growing working-age populations	28% 24%
Ageing and declining working- age populations	49% 40%	Increased restrictions to global trade and investment	26% 23%
Rising cost of living, higher prices or inflation	39% 50%	0	0% 0%

1/2

75% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

76% | Global 88%

Share of organizations running AI programmes

Al exposure

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	90% 86%	Satellites and space technologies	21% 9%
Robots and autonomous systems	58% 58%	New materials and composites	19% 30%
Energy generation, storage and distribution	44% 41%	Biotechnology and gene technologies	11% 11%
Semiconductors and computing technologies	28% 20%	Quantum and encryption	5% 12%
Sensing, laser and optical technologies	25% 18%		

INDUSTRY GLOBAL

83%

78%

73%

85%

63%

73%

Jobs outlook

Industry A Global

Upskill your workforce

Key roles for business transformation

Key components of your workforce strategy by 2030

Accelerate the automation of processes and tasks

Complement and augment your workforce with new technologies

% surveyed organizations selecting the macrotrend to drive workforce 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 A Global net growth

1. Net growth 2. Global net gro	owth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	з.
AI and Machine Learning Specialists				179	82	179
Supply Chain and Logistics Specialists				21	17	22
Civil Engineers				16	13	19
Water Transportation Workers, including Ship and Marine Car.				16	16	26
General and Operations Managers				5	4	20
Administrative Assistants and Executive Secretaries				-13	-20	19
Workforce Strategy outlook						

Skills of increasing use by 2030

Skill outlook

Industry A Global

Skills of the most increase in use by 2030

CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Leadership and social influence AI and big data 66% 90% Analytical thinking Networks and cybersecurity 61% Resource management and operations Technological literacy 59% 70% Environmental stewardship Service orientation and customer service 57% 61% Resilience, flexibility and agility Creative thinking 57% 1 55% Upskilling and reskilling outlook 18 | Global 19 12 | Global 11 37 | Global 41 33 I Global 29 Would be unlikely to upskill Would not need training by Would be up Would be upskilled in their 2030

Government and Public sector

Human-machine frontier		Business Practice				
Human-machine frontier		Business practices to improve ta	alent availability			
% of tasks completed by predominantly people, predominantly technology, or a combination	on of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed)				
Human Global Combination Global Technology Global		Industry 🔺 Global				
ALL TASKS		Improving talent progression and p	promotion processes	INDUSTRY	GLUBAL	
Now				80%	62%	
53%	30% 17%	Providing effective reskilling and up	pskilling			
48%	30% 22%			80%	63%	
2030		Supporting employee health and w	vell-being			
34%	39% 27%		<u>_</u>	65%	64%	
33%	33% 34%	Offering higher wages	_			
		Internet in a condition has used as and		48%	50%	
		Improving working nours and over	lime policies	10%	38%	
		4		40 /8	30 /8	
Key barriers for business transformation		Wage outlook				
Transformation barriers		Wage trends				
Share of organisations surveyed expecting the barriers will hinder their organisation transfo	ormation	Share of organizations projecting the	he share of wages and other forms	of workers' compensatio	on as	
Industry A Global		percentage of the company's total	revenues			
Organization culture and resistance to change	11 GLUDAL	Growing Global Similar	Global Declining Global			
68%	46%			52% 3	38% 10%	
Skills gaps in the labour market				8% 5	2% 41%	
52%	63%					
Outdated or inflexible regulatory framework						
52%	39%					
Lack of adequate data and technical infrastructure						
A1%	32%					
Shortage of Investment capital	26%					
\$00%	20 /8					
Talent availability outlook		DEI Actions				
Talent trend		Share of employers surveyed plan	ning to implement the diversity, equ	ty and inclusion measu	re	
Share of respondents who expect their talent availability to improve or worsen in five years						
Improving & Global average Worsening & Global average		50 Global 51	48 Global 33	43 Global 48		
Talent availability when hiring		Run comprehensive DEI training for	Anti-harrasment protocols	Targeted recruitment, retention	on and	
23% -100% +10	3%	managers and staff		progression initiatives		
Talent development of existing workforce		AI Strategy				
33% -100% +10	00% 20%	Sharo of omployers surveyed plan	ning to implement the stated strates	win response to Al's inc	propeing	
Talent retention of existing workforce		capability and prevalence	ning to implement the stated strateg	ny in response to ALS INC	reasing	
	25%					
	JU /0 20 /0	84 I Global 77	76 I Global 69	63 Global 62		
		Reskilling and upskilling your existing workforce to better work alongside Al	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills work alongside Al	to better	

1/2

89% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Information and Technology services

34% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Macrotrends driving business transformation

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

32% | Global 39%

Shares of core skills which will change

Skill disruption



Technology trends

Industry Global

Technology trends driving business transformation

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

Al and information processing technologies (big data, VR, AR	99% 86%	Satellites and space 20% technologies 9%
Robots and autonomous systems	48% 58%	New materials and composites
Quantum and encryption	41% 12%	Sensing, laser and optical 12% 18%
Semiconductors and computing technologies	36% 20%	Biotechnology and gene 9% technologies 11%
Energy generation, storage and distribution	28% 41%	

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
				a

 Net growth Global net gro 	wth 3. Churn						
	-100%	NET GROWTH		100%	1.	2.	3.
Software and Applications Developers			•		132	57	138
AI and Machine Learning Specialists				, I	98	82	98
Data Analysts and Scientists			ļ		42	41	46
Data Engineers			I,		32	36	32
Accounting, Bookkeeping and Payroll Clerks					-27	-18	27
Data Entry Clerks					-30	-26	30

Skills of increasing use by 2030 Skills of the most increase in use by 2030

Skill outlook

Industry A Global CORE SKILLS OF 2025

AI and big data

Analytical thinking AI and big data 83% Resilience, flexibility and agility 70%

SKILLS OF INCREASING USE BY 2030

93% | Global 88%

Share of organizations running AI programmes

Al exposure

97% Resilience, flexibility and agility 78% Curiosity and lifelong learning Creative thinking 66% 75% Networks and cybersecurity 66% 74%

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		
	92%	85%
Hire staff with new skills to meet emerging business needs		
	86%	70%
Accelerate the automation of processes and tasks		
	76%	73%



Human-machine frontier	Business Practice				
Human-machine frontier	Business practices to improve talent availability				
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed)				
Human Global Combination Global Fechnology Global	Industry A Global				
ALL TASKS	Providing effective reskilling and upskilling				
Now	63% 63%				
41% 38% 22%	Improving talent progression and promotion processes				
48% 30% 22%	61% 62%				
2030	Tapping into diverse talent pools				
26% 41% 34%	61% 47%				
33% 33% 34%	Supporting employee health and well-being				
	56% 64%				
	Offering remote and hybrid work opportunities within countries				
	<u>-</u> 53% 43%				
Key barriers for business transformation	Wage outlook				
Transformation barriers	Wage trends				
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation as				
Industry A Global	percentage of the company's total revenues				
INDUSTRY GLOBAL	Growing Global Similar Global Declining Global				
Skills gaps in the labour market	/0% 30% 11%				
	8% 52% 41%				
Lack of adequate data and technical infrastructure					
Inability to attract talent to my firm					
30% 27%					
Outdated or inflexible regulatory framework					
30% 39%					
Talent availability outlook	DEI Actions				
Talent trend	Share of employers surveyed planning to implement the diversity, equity and inclusion measure				
Share of respondents who expect their talent availability to improve or worsen in five years					
Improving A Global average Worsening A Global average	59 Giobal 51 54 Giobal 42 51 Giobal 48				
Talent availability when hiring	Run comprehensive DEI training for Set DEI goals, targets or guotas Targeted recruitment, retention and				
31% -100% 3%	managers and staff progression initiatives				
A					
Talent development of existing workforce	AI Strategy				
0% -100% +100% 0%	Share of employers surveyed planning to implement the stated strategy in response to Al's increasing				
Talent retention of existing workforce	capability and prevalence				
17% _100% _ 100%					
+100%	87 79 73				
	I Global 77 I Global 69 I Global 62				
	Reskilling and upskilling your existing workforce to better work alongside AI Hiring new people with skills to design AI Hiring new people with skills to better tools and enhancements appropriate for the organization-specific skills work alongside AI work alongside AI				

81% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Infrastructure

14% | Global 22%

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

Trend outlook

Macrotrends driving business transformation

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

35% | Global 39%

Shares of core skills which will change

Skill disruption



Technology trends

Jobs outlook

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	87% 86%	Sensing, laser and optical technologies
Robots and autonomous systems	58% 58%	Satellites and space technologies
New materials and composites	57% 30%	Quantum and encryption
Energy generation, storage and distribution	55% 41%	Biotechnology and gene technologies
Semiconductors and computing technologies	25% 20%	

Sensing, laser and optical technologies		21% 18%
Satellites and space technologies	-	<mark>8%</mark> 9%
Quantum and encryption		4% 12%
Biotechnology and gene technologies		3% 11%

78% | Global 88%

Share of organizations running AI programmes

Al exposure

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 A Global net growth

1. Net growth 2. Global net grow	vth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists		I	•	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		Ļ		-21	-18	22

Skill outlook

Skills of increasing use by 2030 Skills of the most increase in use by 2030

Industry A Global CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Analytical thinking AI and big data 65% Creative thinking Networks and cybersecurity 599 Resilience, flexibility and agility Talent management 59% Leadership and social influence Technological literacy 55% Curiosity and lifelong learning Resilience, flexibility and agility Upskilling and reskilling outlook 44 | Global 41 27 | Global 29 17 | Global 19 Would be upskilled in their Would not need training by Would be up 2030

Workforce Strategy outlook
Key components of your workforce strategy by 2030
% surveyed organizations selecting the macrotrend to drive workforce transformation
Industry
Global

	115	DUSINI	GLUBAL
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%

80%

679

12 | Global 11

Would be unlikely to upskill

Human-machine frontier	Business Practice			
Human-machine frontier % of tasks completed by predominantly people, predominantly technology, or a combination of both	Business practices to improve ta Top practices with the greatest por	alent availability ential to improve talent availability (:	share of organizations s	surveyed)
Human Global Combination Global Technology Global	Industry A Global		INDUSTRY	GLOBAL
ALLTASKS	Providing effective reskilling and u	pskilling	72%	63%
51% 29% 20%	Improving talent progression and p	promotion processes	10%	0070
48% 30% 22%			68%	62%
2030	Supporting employee health and w	vell-being		
36% 33% 31%	Offering remate and hubrid works	enerturilies within	68%	64%
	Oriening remote and hybrid work o	pportunities within countries	54%	43%
	Tapping into diverse talent pools	÷		
			44%	47%
Key barriers for business transformation	Wage outlook	-		
Transformation barriers	Wage trends			
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting t	he share of wages and other forms	of workers' compensati	on as
Industry A Global INDUSTRY GLOBAL	percentage of the company's total			
Skills gaps in the labour market	Growing Global Similar	Global Declining Global		
58% 63%			58%	3% 39%
Organization culture and resistance to change			078	
Inability to attract talent to the industry				
40% 37%				
Lack of adequate data and technical infrastructure				
36% 32%				
Outdated or inflexible regulatory framework				
Talent availability outlook	DEI Actions			
Talent trend	Share of employers surveyed plan	ning to implement the diversity, equ	ity and inclusion measu	re
Improving A Global average Worsening A Global average	58 Giobal 42	53 I Global 48	48 Global 51	
Talent availability when hiring	Set DEI goals, targets or quotas	Targeted recruitment, retention and	Run comprehensive DEI trai	ning for
41% -100% 33%		progression initiatives	managers and staff	
Talent development of existing workforce	AI Strategy			
0% -100% ▲ +100% 0%	Share of employers surveyed plan	ning to implement the stated strateg	gy in response to Al's in	creasing
Talent retention of existing workforce	capability and prevalence			
67% -100% +100% 28%	74 Global 77	64 I Global 69	59 Global 62	
	Reskilling and upskilling your existing workforce to better work alongside Al	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills work alongside Al	to better

Ind	ustry	Pro	file

1/2

97% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

0% | Global 0%

Share of organizations running AI programmes

Al exposure

Insurance and Pensions management

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Macrotrends driving business transformation

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

47% | Global 39%

Shares of core skills which will change

Skill disruption



Technology trends

Technology trends driving business transformation

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

Industry Global			
Al and information processing technologies (big data, VR, AR	98% 86%	Energy generation, storage and distribution	11% 41%
Robots and autonomous systems	51% 58%	Sensing, laser and optical technologies	9% 18%
Quantum and encryption	24% 12%	0	0% 0%
Semiconductors and computing technologies	20% 20%	0	0% 0%
Biotechnology and gene technologies	13% 11%		
Jobs outlook		Skill 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 A Global net growth

1. Net growth 2. Global net growt	h 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists				40	82	40
Data Analysts and Scientists			I,	35	41	35
Digital Transformation Specialists			ļ	33	35	33
Risk Management Specialists				11	17	11
Accountants and Auditors		Ļ		-11	-8	14
Administrative Assistants and Executive Secretaries				-29	-20	29
Workforce Strategy outlook						

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

Industry A Global

	I	NDUSTRY	GLOBAL
Accelerate the automation of processes and tasks			
		97%	73%
Upskill your workforce			
		91%	85%
Hire staff with new skills to meet emerging business needs			
		76%	70%

Skills of increasing use by 2030

Industry A Global

Skills of the most increase in use by 2030

CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Resilience, flexibility and agility AI and big data 94% 97% Analytical thinking Creative thinking 899 86% Curiosity and lifelong learning Networks and cybersecurity 83% 81% Leadership and social influence Technological literacy 75% 81% Creative thinking Curiosity and lifelong learning 72% 1 779 Upskilling and reskilling outlook 39 | Global 41 29 | Global 29 22 | Global 19 9 Global 11 Would be upskilled in their Would be upskilled and Would be unlikely to upskill Would not need training by 2030 current role

2 / 2

Insurance and Pensions management

Human-machine frontier	Business Practice			
Human-machine frontier	Business practices to improve talent availability			
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed)			
Human Global Combination Global Technology Global	Industry A Global			
ALL TASKS	Supporting employee health and well-being			
Now	85% 64%			
41% 44% 16%	Improving talent progression and promotion processes			
48% 30% 22%	77% 62%			
2030	Offering remote and hybrid work opportunities within countries			
25% 44% 31%	74% 43%			
33% 33% 34%	Providing effective reskilling and upskilling			
	74% 63%			
	Tapping into diverse talent pools			
	74% 47%			
Key barriers for business transformation	Wage outlook			
Transformation barriers	Wage trends			
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation as			
Industry A Global	percentage of the company's total revenues			
INDUSTRY GLOBAL	Growing Global Global Global Global			
Skills gaps in the labour market	50% 22% 0			
	8% 52% 41			
Outdated or inflexible regulatory framework				
47% 39%				
Lack of adequate data and technical infrastructure				
38% 32%				
Inability to attract talent to the industry				
33% 37%				
≟ Telent susilebilitu sutiesi.	DELAsting			
	DELACIONS			
Talent trend	Share of employers surveyed planning to implement the diversity, equity and inclusion measure			
Improving * Global average Worsening * Global average	65 I Giobal 51 59 I Giobal 39 50 Giobal 48			
Talent availability when hiring	Run comprehensive DEI training for Pay equity reviews and salary audits Targeted recruitment, retention and			
36% -100% +100% 0%	managers and staff progression initiatives			
Talent development of existing workforce	Al Strategy			
0% -100% +100% 0%	Share of employers surveyed planning to implement the stated strategy in response to AI's increasing			
Talent retention of existing workforce	capability and prevalence			
- 27% -100% +100% 6%				
	91 I Global 62 85 I Global 77 Global 69			
	Hiring new people with skills to better work alongside Al workforce to better work alongside Al tools and enhancements appropriate for			

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

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Medical and Healthcare services

19% | Global 22%

Labour-market churn

.....

Five-year structural labour-force churn

Trend outlook

Macrotrends driving business transformation

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

39% | Global 39%

Shares of core skills which will change

Skill disruption

Global			
Broadening digital access	61% 60%	Increased geopolitical division and conflicts	35% 34%
Ageing and declining working- age populations	59% 40%	Growing working-age populations	30% 24%
Rising cost of living, higher prices or inflation	50% 50%	Slower economic growth	30% 42%
Increased focus on labour and social issues	44% 46%	Stricter anti-trust and competition regulations	24% 17%
Increased efforts and investments to adapt to climate	43% 41%	Increased government subsidies and industrial policy	20% 21%
Increased efforts and investments to reduce carbon	41% 47%	Increased restrictions to global trade and investment	15% 23%

1/2

91% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Technology trends

Industry Global

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	Energy generation, storage anddistribution	24% 41%
Biotechnology and gene technologies	63 1	Semiconductors and computingtechnologies	20% 20%
Robots and autonomous systems	59 54	% Quantum and encryption	11% 12%
Sensing, laser and optical technologies	32	Satellites and spacetechnologies	7% 9%
New materials and composites	24	%	

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 A Global net growth

1. Net growth 2. Global net grow	wth 3. Churn					
	-100%	0	100%	1.	2.	3.
Data Analysts and Scientists				50	41	50
Al and Machine Learning Specialists				38	82	38
Business Intelligence Analysts				24	18	24
Assembly and Factory Workers		1		5	0	19
Accountants and Auditors		Ļ		-9	-8	13
Administrative Assistants and Executive Secretaries				-17	-20	30
Workforce Strategy outlook						

Skills of increasing use by 2030

Skill outlook

Systems thinking

Skills of the most increase in use by 2030

Industry A Global

CORE SKILLS OF 2025 Resilience, flexibility and agility

Analytical thinking Technological literacy 60% 81% Networks and cybersecurity 57% Empathy and active listening Creative thinking 51%

AI and big data

65%

SKILLS OF INCREASING USE BY 2030

92%

78%

94% | Global 88%

Share of organizations running AI programmes

Al exposure

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

industry Clobal	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%



Human-machine frontier	Business Practice
Human-machine frontier	Business practices to improve talent availability
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed)
Human Global Combination Global Technology Global	Industry A Global
ALL TASKS	Providing effective reskilling and upskilling
Now	63% 63%
50% 27% 23%	Supporting employee health and well-being
48% 30% 22%	57% 64%
2030	Offering higher wages
34% 35% 31%	49% 50%
33% 33% 34%	Tapping into diverse talent pools
	43% 47%
	Offering diversity, equity and inclusion (DEI) policies and programmes
	40% 39%
Key barriers for business transformation	Wage outlook
Transformation barriers	Wage trends
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation as
Industry Global	percentage of the company's total revenues
Organization culture and resistance to change	Growing Global Similar Global Declining Global
59% 46%	41% 47% 12%
Skills gaps in the labour market	8% 52% 41%
46% 63%	
Outdated or inflexible regulatory framework	
46% 39%	
Lack of adequate data and technical infrastructure	
33% 32%	
Insufficient understanding of opportunities	
30% 25%	
Talent availability outlook	DEI Actions
Talent trend	Share of employers surveyed planning to implement the diversity, equity and inclusion measure
Share of respondents who expect their talent availability to improve or worsen in five years	
Improving & Global average	51 I Global 51 40 I Global 48 34 Global 39
Talent availability when hiring	Run comprehensive DEI training for Targeted recruitment, retention and Pay equity reviews and salary audits
43% -100% +100% 37%	managers and staff progression initiatives
Talent development of existing workforce	AI Strategy
0% -100% +100% 69%	Chara of ampleurae surraunal planning to implement the stated strategy in response to Alla increasing
Telest retention of outside would area	share or employers surveyed planning to implement the stated strategy in response to AI's increasing capability and prevalence
	entre a contra de la
+100% 43%	88, 50, 56,
	JJ Global 69 JU Global 62
	Reskilling and upskilling your existing workforce to better work alongside Al Hiring new people with skills to design Al Hiring new people with skills to better tools and enhancements appropriate for the organization-specific skills work alongside Al Hiring new people with skills to better

Mining and metals

89% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

14% | Global 22%

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

Trend outlook

Macrotrends driving business transformation

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

35% | Global 39%

Shares of core skills which will change

Skill disruption



Technology trends

la duatau Clabal

Jobs outlook

Technology trends driving business transformation

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

Inddai y Globar	
Energy generation, storage and distribution	79% 41%
New materials and composites	66% 30%
Al 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	<mark>3%</mark> 11%
0	0% 0%
0	0% 0%

79% | Global 88%

Share of organizations running AI programmes

Al exposure

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
ivel growin	JOD GIOWIII	Job displacement	I VEL GIOWLII	 Global her growth

1. Net growth 2. Global net grow	vth 3. Churn					
		NET GROWTH		1		
	-100%	0	100%	1.	£	0.
AI and Machine Learning Specialists		I	•	43	82	43
Chemical Processing Plant Operators		I I		6	9	16
Mining, Petroleum and Other Extraction Workers				6	1	21
General and Operations Managers		ļ		2	4	2
Assembly and Factory Workers		ļ		-2	0	9
Administrative Assistants and Executive Secretaries				-18	-20	18
Workforce Strategy outlook						

Skills of increasing use by 2030

Skill outlook

Industry A Global CORE SKILLS OF 2025

2030

Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030

Creative thinking AI and big data 65% 79% Systems thinking Talent management 65% Leadership and social influence Environmental stewardship 55% 68% Curiosity and lifelong learning Networks and cybersecurity 55% 65% Resilience, flexibility and agility Technological literacy 55% 65% Upskilling and reskilling outlook 56 | Global 41 24 | Global 29 13 | Global 19 7 Global 11 Would be unlikely to upskill Would not need training by Would be up Would be upskilled in thei current role

Key components of your workforce strategy by 2030			
% surveyed organizations selecting the macrotrend to drive work	force transformat	tion	
Industry A Global		INDUSTRY	GLOBAL
Accelerate the automation of processes and tasks			
		79%	73%
Jpskill your workforce			
		79%	85%
Complement and augment your workforce with new technologies	-		
		7/%	63%

Mining and metals

Human-machine frontier	Business Practice		
Human-machine frontier	Business practices to improve talent availability		
% of tasks completed by predominantly people, predominantly technology, or a combination of both	both Top practices with the greatest potential to improve talent availability (share of organizations survey		
Human Global Combination Global Technology Global	Industry Global		
ALL TASKS	Supporting employee health and well-being	INDUSTRY GLOBAL	
Now		79% 64%	
42% 27% 31%	Articulate business purpose and impact		
48% 30% 22%		63% 37%	
2030	Improving talent progression and promotion processes		
28% 30% 42%		58% 62%	
33% 33% 34%	Offering higher wages		
	_	58% 50%	
	Tapping into diverse talent pools	500/ 470/	
	<u>+</u>	58% 47%	
Key barriers for business transformation	Wage outlook		
Transformation barriers	Wage trends		
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of w	vorkers' compensation as	
Industry A Global	percentage of the company's total revenues		
Skille caps in the labour market	Growing Global Similar Global Declining Global		
Skills gaps in the labour market		47% 47% 6%	
Organization culture and resistance to change		8% 41% 0%	
43% 46%			
Inability to attract talent to the industry			
39% 37%			
Outdated or inflexible regulatory framework			
39% 39%			
Shortage of investment capital			
39% 26%			
Talent availability outlook	DEI Actions		
Talent trend	Share of employers surveyed planning to implement the diversity, equity a	and inclusion measure	
Share of respondents who expect their talent availability to improve or worsen in five years			
Improving & Global average	67 Global 51 56 Global 39 5	56 Global 48	
Talent availability when hiring	Run comprehensive DEI training for Pay equity reviews and salary audits Ta	argeted recruitment, retention and	
50% -100% +100% 33%	managers and staff pr	rogression initiatives	
Talent development of existing workforce	AI Strategy		
17% -100% +100% 17%	Share of employers surveyed planning to implement the stated strategy in	response to Al's increasing	
Talent ratention of existing workforce	capability and prevalence	response to Are increasing	
72% -100% _110/2 28%			
A +100% 20%	74 Giobal 77 74 Giobal 47 6	53 Global 69	
	Reskilling and upskilling your existing workforce to better work alongside Al Transitioning people from jobs that Al will Hill your king cause to decline, to other roles within your organization the transition of the roles within to	iring new people with skills to design Al sols and enhancements appropriate for ne organization-specific skills	

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Industry Profile Oil and Gas		1 / 2	
22% Global 22%	28% Giobal 39%	75% Giobal 83%	82% Global 88%
Labour-market churn Five-year structural labour-force churn	Skill disruption Shares of core skills which will change	Organizations with DEI priorities Share of organizations with DEI priorities	Al exposure Share of organizations running Al program
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	66% 47%	Increased geopolitical division 31% and conflicts 34%
Slower economic growth	49% 42%	Increased restrictions to global 29% trade and investment 23%
Increased efforts and investments to adapt to climate	43% 41%	Broadening digital access 26% 60%
Increased government subsidies and industrial policy	40% 21%	Ageing and declining working- age populations 23%
Rising cost of living, higher prices or inflation	37% 50%	Growing working-age 14% 24%
Increased focus on labour and social issues	34% 46%	Stricter anti-trust and competition 6% regulations 179

Technology trends

Industry Global

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	86% 41%	Sensing, laser and optical technologies	9% 18%
AI and information processing technologies (big data, VR, AR	69% 86%	Quantum and encryption	6% 12%
New materials and composites	51% 30%	Satellites and space technologies	3% 9%
Robots and autonomous systems	40% 58%	0	0% 0%
Semiconductors and computing technologies	14% 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)

Net growth Job Growth Job displacement Net Growth A Global net growth

NET GROWTH	100%	1.	2.	3.
	ļ	81	82	81
		16	17	17
ļ		5	1	7
		-19	-18	21
		-27	-20	27
		-40	-26	40
			NET GROWTH 0 100% 1. 16 16 17 19 19 19 19 19 19 19 19	NET GROWTH 0 100% 1. 2. 16 17 16 17 16 17 16 17 16 17 18 16 17 18 19 19 19 19 19 10 10 10 10 10 10 10 10 10 10 10 10 10

Skills of increasing use by 2030

Skill outlook

Industry A Global

CORE SKILLS OF 2025

Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030



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		
	96%	85%
Accelerate the automation of processes and tasks		
	71%	73%
Complement and augment your workforce with new technologies		
	68%	63%

Oil and Gas

Talent availability when hiring

Talent development of existing workforce

Talent retention of existing workforce **29%** -100%

43% -100%

-100%

0%



39 | Global 51

INDUSTRY GLOBAL

64%

62%

50%

63%

39%

43% 46% 11%

71%

64%

54%

43%

39%

I

Embed DEI goals and solutions across Run comprehensive DEI training for managers and staff

AI Strategy

+100% 18%

+100% 75%

+100% 50%

progression initiatives

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

64 | Global 77

Targeted recruitment, retention and

61 I Global 69

the supply chain

Reskilling and upskilling your existing workforce to better work alongside Al

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

54 | Global 62 Hiring new people with skills to better

alongside Al

Production of Consumer goods

18% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Macrotrends driving business transformation

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

40% | Global 39%

Shares of core skills which will change

Skill disruption



1/2

82% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Technology trends

Jobs outlook

Technology trends driving business transformation

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

Industry Global	
Al and information processing technologies (big data, VR, AR	 79% 86%
Robots and autonomous systems	71% 58%
New materials and composites	61% 30%
Energy generation, storage and distribution	60% 41%
Sensing, laser and optical technologies	23% 18%

Semiconductors and computing technologies		19% 20%
Biotechnology and gene technologies	-	14% 11%
Satellites and space technologies	-	<mark>8%</mark> 9%
Quantum and encryption	-	3% 12%

90% | Global 88%

Share of organizations running AI programmes

Al exposure

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 A Global net gr

 Net growth Global net gro 	owth 3. Churn					
	1000/	NET GROWTH	10000	1.	2.	з.
	-100%	U	100%			
Business Development Professionals				26	19	26
Supply Chain and Logistics Specialists				17	17	19
Managing Directors and Chief Executives		ļ		6	5	6
General and Operations Managers		Ņ		4	4	9
Assembly and Factory Workers	6			-2	0	18
Administrative Assistants and Executive Secretaries		I_		-25	-20	25

Skill outlook

Industry A Global CORE SKILLS OF 2025

Analytical thinking

Technological literacy

Skills of increasing use by 2030 Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030 AI and big data 69%



88%

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%
Accelerate the automation of processes and tasks	Ť.		
		79%	73%
Hire staff with new skills to meet emerging business needs			
		72%	70%
÷			



Production of Consumer goods

Human-machine frontier	Business Practice
Human-machine frontier	Business practices to improve talent availability
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed) $\label{eq:product}$
Human Global Combination Global Technology Global	Industry A Global
ALL TASKS	Supporting employee health and well-being
Now	73% 64%
45% 30% 24%	Improving talent progression and promotion processes
48% 30% 22%	65% 62%
2030	Providing effective reskilling and upskilling
32% 33% 36%	65% 63%
33% 33% 34%	Offering higher wages
	60% 50%
	Improving working hours and overtime policies
	<u>32%</u> 30%
Key barriers for business transformation	Wage outlook
Transformation barriers	Wage trends
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation as
Industry Global	percentage of the company's total revenues
Skills gaps in the labour market	Growing Global Similar Global Declining Global
67% 63%	56% 42% 2%
Inability to attract talent to the industry	52% 41% 8%
42% 37%	
Organization culture and resistance to change	
40% 46%	
Lack of adequate data and technical infrastructure	
37% 32%	
Outdated or inflexible regulatory framework	
30% 39%	
Talent availability outlook	DEI Actions
Talent trend	1
Share of respondents who expect their talent availability to improve or worsen in five years	
Improving A Global average Worsening A Global average	53 Global 51 46 Global 48 42 Global 42
Talent availability when hiring	Run comprehensive DEI training for Targeted recruitment, retention and Set DEI goals, targets or quotas managers and staff progression initiatives Final Action and Set DEI goals, targets or quotas
57% -100% +100% 2 3%	
Talent development of existing workforce	AI Strategy
2% -100% +100% 70%	Share of amplevare survivad planning to implement the stated strategy in response to All's increasing
	capability and prevalence
Talent retention of existing workforce	
+100% 41%	75 1 70 1 70 1
	Reskilling and upskilling your existing Hiring new people with skills to design AI Hiring new people with skills to better workforce to better work alongside AI tools and enhancements appropriate for work alongside AI
	the organization-specific skills

90% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Professional services

19% Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Macrotrends driving business transformation

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

41% | Global 39%

Shares of core skills which will change

Skill disruption

Industry Global 67% Increased geopolitical division 37% Broadening digital access 60% and conflicts 34% Increased focus on labour and Increased efforts and 52% 26% social issues 46% investments to adapt to climate ... 41% Rising cost of living, higher Growing working-age 44% 26% prices or inflation 50% populations 24% Ageing and declining working-Increased restrictions to global 43% 20% age populations 40% trade and investment Stricter anti-trust and competition 41% 17% Slower economic growth regulations 42% Increased efforts and 37% Increased government subsidies 13% investments to reduce carbon.. and industrial policy 21%

Technology trends

Industry Global

Technology trends driving business transformation

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

Al and information processing technologies (big data, VR, AR	91% 86%	Quantum and encryption	17% 12%
Robots and autonomous systems	50% 58%	Sensing, laser and optical technologies	17% 18%
Energy generation, storage and distribution	30% 41%	Biotechnology and gene technologies	7% 11%
New materials and composites	22% 30%	Satellites and space technologies	6% 9%
Semiconductors and computing technologies	22% 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)

Net growth Job Growth Job displacement Net Growth A Global net growth

1. Net growth 2. Global net gro	owth 3. Churn					
	-100%	NET GROWTH	100%	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
Workforce Strategy outlook						

Skill outlook

Industry A Global

CORE SKILLS OF 2025

Skills of increasing use by 2030 Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030

95% | Global 88%

Share of organizations running AI programmes

Al exposure

Analytical thinking AI and big data Creative thinking Technological literacy 67 Service orientation and customer service Creative thinking 58% 69% Leadership and social influence Networks and cybersecurity 58% Empathy and active listening Environmental stewardship Upskilling and reskilling outlook 14 | Global 11 42 | Global 41 27 | Global 29 17 | Global 19 Would be upskilled in their Would be unlikely to upskill Would not need training by Would be up 2030

Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation



Professional services

Human-machine frontier	Business Practice		
Human-machine frontier % of tasks completed by predominantly people, predominantly technology, or a combination of both	Business practices to improve talent availability Top practices with the greatest potential to improve talent availability (share of organizations surveyed)		
Human Global Combination Global Technology Global	Industry A Global INDUSTRY GLOBAL		
ALL TASKS	Providing effective reskilling and upskilling		
Now	68% 63%		
52% 30% 18% 48% 30% 22%	Ottering higher wages		
2030	Supporting employee health and well-being		
31% 37% 32%	60% 64%		
33% 33% 34%	Improving talent progression and promotion processes		
	Tapping into diverse talent pools		
	48% 47%		
Key barriers for business transformation	Wage outlook		
Transformation barriers	Wage trends		
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation as		
Industry A Global INDUSTRY GLOBAL			
Skills gaps in the labour market	Growing Giobal Similar Giobal Declining Giobal		
55% 63%	60% 35% 5% 52% 41% 7%		
45% 46%			
Inability to attract talent to the industry			
40% 37%			
Outdated or inflexible regulatory framework			
Insufficient understanding of opportunities			
30% 25%			
Talent availability outlook	DELActions		
Talent trend	Share of employers surveyed planning to implement the diversity, equity and inclusion measure		
Share of respondents who expect their talent availability to improve or worsen in five years			
Improving * Global average Worsening * Global average	60 Giobal 51 53 Giobal 42 53 Giobal 48		
Talent availability when hiring	Run comprehensive DEI training for Set DEI goals, targets or quotas Targeted recruitment, retention and managers and staff progression initiatives		
28% -100% +100% U%			
Talent development of existing workforce	AI Strategy		
0% -100% ↓100% 0%	Share of employers surveyed planning to implement the stated strategy in response to AI's increasing		
Talent retention of existing workforce	capability and prevalence		
30% -100% +100% 25%	00 70 60		
	OO Global 77 I Global 69 OO Global 62		
	Beckilling and upskilling your existing Hiring new people with skills to design AL Hiring new people with skills to better		

workforce to better work alongside Al

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

Real Estate	172	
23% Giobal 22% 40% G	bal 39% I Global 83%	90% Global 88%
Labour-market churn Skill disruption Five-year structural labour-force churn Shares of core	Organizations with DEI priorities kills which will change Share of organizations with DEI priorities	Al exposure es Share of organizations running Al prog
Trend outlook		

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

Broadening digital access	58% Increased focu 60% social issues	us on labour and	31% 46%
Rising cost of living, higher prices or inflation	58% Increased geop 50% and conflicts	opolitical division	27% 34%
Slower economic growth	54% Increased effor 42% investments to	orts and or a climate	19% 41%
Ageing and declining working- age populations	42% Increased restr 40% trade and invest	trictions to global estment	15% 23%
Increased efforts and investments to reduce carbon	35% Increased gove 47% and industrial p	policy	15% 21%
Growing working-age populations	31% Stricter anti-true 24% regulations	ust and competition	4% 17%

Technology trends

Industry Global

Industry Global

Technology trends driving business transformation

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

Al and information processing technologies (big data, VR, AR	73% 86%	Semiconductors and computing technologies	5% 20%
New materials and composites	42% 30%	Quantum and encryption	<mark>3%</mark> 12%
Robots and autonomous systems	39% 58%	Biotechnology and gene technologies	4% 11%
Energy generation, storage and distribution	31% 41%	0)% 0%
Sensing, laser and optical technologies	15% 18%		
Jobs outlook		Skill 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 A Global net growth

 Net growth Global net gro 	owth 3. Churn					
		NET GROWTH		1	2	3
	-100%	0	100%			
Al and Machine Learning Specialists			1	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

Skills of increasing use by 2030

Industry A Global

CORE SKILLS OF 2025

Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030

rammes

Empathy and active listening AI and big data 61% 86% Creative thinking Creative thinking 61% 73% Leadership and social influence Curiosity and lifelong learning 57% 68% Dependability and attention to detail Networks and cybersecurity 52% 65% Resilience, flexibility and agility Motivation and self-awareness 52% 629 Upskilling and reskilling outlook 13 | Global 11 46 | Global 41 21 | Global 29 20 | Global 19 Would not need training by Would be unlikely to upskill Would be upskilled in their Would be up illed and 2030 current role

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%

Real Estate

Human-machine frontier	Business Practice		
Human-machine frontier	Business practices to improve talent availability		
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations su	urveyed)	
Human Global Combination Global Technology Global	Industry A Global		
ALL TASKS	Supporting employee health and well-being	GLOBAL	
Now	65%	64%	
64% 22% 15%	Providing effective reskilling and upskilling		
48% 30% 22%	60%	63%	
2030	Improving talent progression and promotion processes		
42% 27% 32%	55%	62%	
33% 33% 34%	Offering remote and hybrid work opportunities within countries		
	55%	43%	
	Articulate business purpose and impact		
	50%	37%	
Key barriers for business transformation	Wage outlook		
Transformation barriers	Wage trends		
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation	n as	
Industry A Global	percentage of the company's total revenues		
Industry GLOBAL	Growing Global Similar Global Declining Global		
	57% 4	3% 0%	
Skills gaps in the labour market	52% 4	1% 7%	
52% 63%			
Organization culture and resistance to change			
44% 46%			
Insufficient understanding of opportunities			
36% 25%			
Outdated or inflexible regulatory framework			
36% 39%			
Talent availability outlook	DEI Actions		
Talent trend	Share of amployers surveyed planning to implement the diversity, equity and inclusion measure	0	
Share of respondents who expect their talent availability to improve or worsen in five years	Shale of employers surveyed planning to implement the diversity, equity and inclusion measure	5	
Improving A Global average	15. 15. 10.		
	TO Global 51 TO Global 42 TO Global 33		
Talent availability when hiring	Run comprehensive DEI training for Set DEI goals, targets or quotas Anti-harrasment protocols		
40% -100% +100% 45%			
Talent development of existing workforce	AL Strategy		
25% -100% +100% 30%			
	Share of employers surveyed planning to implement the stated strategy in response to Al's inc	reasing	
Talent retention of existing workforce			
65% -100% +100% 45%	74 50 50		
	14 Global 77 30 Global 69 33 Global 62		
	Reskilling and upskilling your existing workforce to better work alongside Al Hiring new people with skills to design Al Hiring new people with skills to tools and enhancements appropriate for the organization-specific skills	o better	

1/2

78% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Retail and wholesale of consumer goods

28% | Global 22%

01.1

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

Trend outlook

Macrotrends driving business transformation

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

38% | Global 39%

Shares of core skills which will change

Skill disruption

li idusti y				
Rising cost of living, higher prices or inflation	69% 50%	Increased efforts and investments to adapt to climate		30% 41%
Increased focus on labour and social issues	64% 46%	Increased restrictions to global trade and investment		27% 23%
Broadening digital access	60% 60%	Increased geopolitical division and conflicts		25% 34%
Slower economic growth	47% 42%	Growing working-age populations		24% 24%
Ageing and declining working- age populations	43% 40%	Increased government subsidies and industrial policy		1 <mark>8%</mark> 21%
Increased efforts and investments to reduce carbon	41% 47%	Stricter anti-trust and competition regulations		17% 17%

Technology trends

Industry Global

Technology trends driving business transformation

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

Al and information processing technologies (big data, VR, AR	87% 86%	Semiconductors and computing technologies	13% 20%
Robots and autonomous systems	71% 58%	Quantum and encryption	7% 12%
Energy generation, storage and distribution	38%	Biotechnology and gene technologies	6% 11%
New materials and composites	33% 30%	Satellites and space technologies	3% 9%
Sensing, laser and optical technologies	18% 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)

Net growth Job Growth Job displacement Net Growth A Global net g
--

 Net growth Global net gro 	owth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
AI and Machine Learning Specialists	10010			44	82	44
General and Operations Managers				27	4	29
Business Development Professionals				22	19	22
Shop Salespersons				14	6	24
Accounting, Bookkeeping and Payroll Clerks				-14	-18	20
Data Entry Clerks				-24	-26	26

Skills of increasing use by 2030

Skill outlook

Analytical thinking

Skills of the most increase in use by 2030

Industry A Global

CORE SKILLS OF 2025 SKILLS OF INCREASING USE BY 2030 Leadership and social influence 73%



86%

87% | Global 88%

Share of organizations running AI programmes

Al exposure



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%
Accelerate the automation of processes and tasks		
	76%	73%
Hire staff with new skills to meet emerging business needs		
	70%	70%



Retail and wholesale of consumer goods

Human-machine frontier			Business Practice				
Human-machine frontier			Business practices to improve ta	alent availability			
% of tasks completed by predominantly people, predominantly technology, or a com-	bination o	of both	Top practices with the greatest pot	tential to improve talent availability (s	share of organ	izations su	urveyed)
Human Global Combination Global Technology Global			Industry A Global		IN	IDUSTRY	GLOBAL
ALL TASKS			Supporting employee health and w	vell-being			
Now						76%	64%
	56% 2	27% 17%	Providing effective reskilling and u	pskilling			
	48% 3	30% 22%				65%	63%
2030			Improving talent progression and p	promotion processes			
	42% 3	32% 26%		<u>.</u>		62%	62%
	33% 3	33% 34%	Tapping into diverse talent pools				
				<u> </u>		51%	47%
			Offering higher wages				
						50%	50%
Key barriers for business transformation			Wage outlook				
Transformation barriers			Wage trends				
Share of organisations surveyed expecting the barriers will hinder their organisation t	transform	ation	Share of organizations projecting t	he share of wages and other forms	of workers' co	mpensatio	on as
Industry A Global			percentage of the company's total	revenues			
Skills gaps in the labour market	DUSTRY	GLOBAL	Growing Global Similar	Global Declining Global			
Skills gaps in the labour market	65%	63%				58% 3	8% 4%
Organization culture and resistance to change	0070	0070				8% 5	2% 41%
	40%	46%					
Lack of adequate data and technical infrastructure							
	39%	32%					
Inability to attract talent to the industry							
	38%	37%					
Outdated or inflexible regulatory framework							
	32%	39%					
			DEL Actions				
			DELACIONS				
Talent trend			Share of employers surveyed plan	ning to implement the diversity, equi	ity and inclusio	on measur	e
Share of respondents who expect their talent availability to improve or worsen in five	years						
Improving 🔺 Global average Worsening 🔺 Global average			51 Global 51	45 Global 48	38 Glob	al 42	
Talent availability when hiring			Due comprehensive DEI training for	Torrected menuitment retention and			100
	1000	28%	managers and staff	progression initiatives	Set DEI goals, ta	argets of quo	las
	+1007	2070					
Talent development of existing workforce			AI Strategy				
14% -100%	+100%	% 30%	Chara of ampleurare our reveal plan	ning to implement the stated strates		to Allo inc	receipe
			capability and prevalence	ning to implement the stated strateg	jy in response	to AI S Inc	reasing
alent retention of existing workforce		070					
b/% -100%	+100%	% 37%	70.	60	62		
			Global 77	Global 69	US Glob	oal 62	
			Reskilling and upskilling your existing workforce to better work alongside Al	Hiring new people with skills to design Al tools and enhancements appropriate for the organization-specific skills	Hiring new peop work alongside	ble with skills Al	to better

Supply-chain and transportation

35% | Global 22%

Labour-market churn

Five-year structural labour-force churn

Trend outlook

Macrotrends driving business transformation

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

37% | Global 39%

Shares of core skills which will change

Skill disruption

Industry Global		
Increased efforts and investments to reduce carbon	66% Inc 47% and	creased geopolitical division 43% id conflicts 34%
Broadening digital access	56% Slo	ower economic growth
Increased efforts and investments to adapt to climate	50% Inc 41% trac	creased restrictions to global 36% ide and investment 23%
Rising cost of living, higher prices or inflation	50% Inc	creased government subsidies 29% id industrial policy 21%
Increased focus on labour and social issues	44% Gro 46% pop	pulations 26% 24%
Ageing and declining working- age populations	44% Stri 40% reg	gulations 20%

1/2

84% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Technology trends

Industry Global

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%	Semiconductors and computing technologies	20% 20%
Robots and autonomous systems	66% 58%	Satellites and space technologies	17% 9%
Energy generation, storage and distribution	56% 41%	Quantum and encryption	8% 12%
New materials and composites	31% 30%	Biotechnology and gene technologies	<mark>6%</mark> 11%
Sensing, laser and optical technologies	25% 18%		
Jobs outlook		Skill outlook	

2. 1. 100%

Jobs outlook

Key roles for business transformation

Workforce Strategy outlook

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 A Global net growth

 Net growth 	Global net growth	Churn	
			NET GROWTH
	-10	0%	0

Autonomous and Electric Vehicl Specialists	e		53	48	53
Al and Machine Learning Specialists			41	82	41
Supply Chain and Logistics Specialists			21	17	23
General and Operations Managers		li.	4	4	14
Accounting, Bookkeeping and Payroll Clerks			-19	-18	29
Administrative Assistants and Executive Secretaries			-21	-20	23

Skills of increasing use by 2030

Industry A Global

CORE SKILLS OF 2025

Skills of the most increase in use by 2030

SKILLS OF INCREASING USE BY 2030

88% | Global 88%

Share of organizations running AI programmes

Al exposure



Key components of your workforce strategy by 2030 % surveyed organizations selecting the macrotrend to drive workforce transformations	ation		42
Industry A Global	INDUSTRY	GLOBAL	Would not r 2030
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%	

Human-machine frontier	Business Practice	
Human-machine frontier	Business practices to improve talent availability	
% of tasks completed by predominantly people, predominantly technology, or a combination of both	Top practices with the greatest potential to improve talent availability (share of organizations surveyed	1)
Human Global Combination Global Technology Global	Industry A Global	
ALL TASKS	Improving talent progression and promotion processes	۱L
Now	69% 62%	
49% 30% 21%	Supporting employee health and well-being	
48% 30% 22%	59% 64%	
2030	Providing effective reskilling and upskilling	
34% 32% 34%	58% 63%	
00 / 00 / 04 / 0	Ottering nigner wages	
	Tapping into diverse talent pools	
	46% 47%	
	*	
Key barriers for business transformation	wage outlook	
Transformation barriers	Wage trends	
Share of organisations surveyed expecting the barriers will hinder their organisation transformation	Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues	
INDUSTRY GIODAI INDUSTRY GLOBAL		
Skills gaps in the labour market	Growing Global Global Global	
55% 63%	61% 30% 5	}%
Organization culture and resistance to change	0/0 32/6 +1	
Outdated or inflexible regulatory framework		
44% 39%		
Inability to attract talent to the industry		
37% 37%		
Lack of adequate data and technical infrastructure		
35% 32%		
Talent availability outlook	DEI Actions	
Talent trend	Share of amployers surveyed planning to implement the diversity equity and inclusion measure	_
Share of respondents who expect their talent availability to improve or worsen in five years		
Improving * Global average Worsening * Global average	53 Global 48 44 Global 51 43 Global 42	
Talent availability when hiring	Targeted recruitment, retention and Run comprehensive DEI training for Set DEI goals, targets or quotas	_
39% -100% +100% 28%	progression initiatives managers and staff	
Talent development of existing workforce	Al Strategy	
0% -100% +100% 1%	Chara of amployare supravad planning to implement the stated strategy in response to Al's increasing	~
Talent retention of existing workforce	capability and prevalence	ł
29% -100% 18%		
	79 Global 77 68 Global 69 68 Global 62	
	Reskilling and upskilling your existing Hiring new people with skills to design AI Hiring new people with skills to better workforce to better work alongside AI tools and enhancements appropriate for the organization-specific skills work alongside AI	

85% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

Telecommunications

20% | Global 22%

_O /O Global 22

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

Trend outlook

Industry Global

Macrotrends driving business transformation

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

40% | Global 39%

Shares of core skills which will change

Skill disruption

Broadening digital access	81% 60%	Increased geopolitical division and conflicts	32% 34%
Rising cost of living, higher prices or inflation	46% 50%	Growing working-age populations	30% 24%
Increased efforts and investments to reduce carbon	41% 47%	Stricter anti-trust and competition regulations	24% 17%
Slower economic growth	41% 42%	Ageing and declining working- age populations	24% 40%
Increased focus on labour and social issues	35% 46%	Increased government subsidies and industrial policy	16% 21%
Increased efforts and investments to adapt to climate	32% 41%	Increased restrictions to global trade and investment	14% 23%
social issues Increased efforts and investments to adapt to climate	46% 32% 41%	and industrial policy Increased restrictions to global trade and investment	2 14 2

Technology trends

Technology trends driving business transformation

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

Giobal			
Al and information processing technologies (big data, VR, AR	100% 86%	Quantum and encryption	29% 12%
Robots and autonomous systems	58% 58%	New materials and composites	16% 30%
Satellites and space technologies	40% 9%	Sensing, laser and optical technologies	16% 18%
Energy generation, storage and distribution	34% 41%	Biotechnology and gene technologies	5% 11%
Semiconductors and computing technologies	34% 20%		

Skill outlook

Industry A Global

CORE SKILLS OF 2025

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
				a

1. Net growth 2. Global net grow	wth 3. Churn					
	-100%		100%	1.	2.	З.
Al and Machine Learning Specialists			I ,	65	82	65
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
Administrative Assistants and Executive Secretaries		Ļ		-24	-20	24

Skills of increasing use by 2030

Skills of the most increase in use by 2030

SKILLS C

SKILLS OF INCREASING USE BY 2030

89% | Global 88%

Share of organizations running AI programmes

Al exposure



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		
	96%	85%
Accelerate the automation of processes and tasks		
	82%	73%
Hire staff with new skills to meet emerging business needs		
	70%	70%
A		

Telecommunications

Human-machine frontier		Business Practice				
Human-machine frontier % of tasks completed by predominantly people, predominantly technology, or a combination Human Global Combination Global Technology Global	n of both	Business practices to improve ta Top practices with the greatest pote Industry AGlobal	lent availability ential to improve talent availability (:	share of organiz	ations su	irveyed) GLOBAL
ALL TASKS		Providing effective reskilling and up	oskilling			
Now			<u> </u>		67%	63%
40%	33% 27% 30% 22%	Improving talent progression and p	promotion processes		63%	62%
2030		Offering remote and hybrid work or	oportunities within countries		0070	02 /0
28%	33% 39%				59%	43%
33%	33% 34%	Supporting employee health and w	ell-being			
		Offering higher wages	4		56%	64%
		Offening higher wages			52%	50%
			÷			
Key barriers for business transformation		Wage outlook				
Transformation barriers	mation	Wage trends	a chara of wagos and other forms	of workors' com	noncatio	n 00
Industry A Global	mation	percentage of the company's total	revenues	or workers con	ipensatio	1 63
INDUSTR	Y GLOBAL	Growing Global Similar	Global Declining Global			
Skills gaps in the labour market	629/				11% 5	0% 7%
Outdated or inflexible regulatory framework	03%				8% 5	2% 41%
42%	39%					
Organization culture and resistance to change						
40%	46%					
Lack of adequate data and technical infrastructure	32%					
Inability to attract talent to the industry	02 /0					
24%	37%					
		DEI Actions				
			the state from the second all should be set to be a second	the second to a boot an		
Share of respondents who expect their talent availability to improve or worsen in five years		Share of employers surveyed plant	ling to implement the diversity, equ	ity and inclusion	measun	3
Improving A Global average		67 Giobal 51	52 I Global 48	48 Globa	42	
Talent availability when hiring		Run comprehensive DEI training for	Targeted recruitment, retention and	Set DEI goals, tar	gets or quot	as
48%100% +100	40%	managers and staff	progression initiatives			
Talent development of existing workforce		AI Strategy				
36% -100% +100)% 8%				- All- 1	
Talant ratentian of evicting workforce		snare of employers surveyed planr capability and prevalence	ning to implement the stated strateg	gy in response t	D AI'S INC	reasing
40% -100%	24%					
	770	89 Global 69	74 I Global 77	67 Globa	62	
		Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Reskilling and upskilling your existing workforce to better work alongside Al	Hiring new people work alongside A	e with skills t I	o better

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We are extremely grateful to our colleagues in the Centre for the New Economy and Society for their support, especially to: Neil Allison, Silja Baller, Eoin Ó Cathasaigh, Alison Eaglesham, Genesis Elhussein, Sarah Fabijanic, Sriram Gutta, Elselot Hasselaar, Adèle Jacquard, Isabelle Leliaert, Ostap Lutsyshyn, Tanya Milberg, Aarushi Singhania, and Steffica Warwick. We also extend our thanks to Mirek Dušek for his feedback and support and to our colleagues at the Global Communications Group.

We are also grateful to Michael Fisher for his excellent copyediting work, to our colleague Floris Landi and MIKO Studio's Laurence Denmark for their exceptional cover and shareable design, to Salesforce's Campbell Powers and Justine Moscatello and Lovelytics' Joely Friedman and Jonathan Raskauskas for their design and execution of dashboard in the report reader, and to Accurat for their outstanding graphic designing and layout of the report, as well as for their outstanding work to create the report's profiles and online Data Explorer.

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The Centre for the New Economy and Society aims to empower decisionmaking 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:

Coursera

Maria-Nicole Ikonomou, Head of Global Enterprise PR & Communications Anna Zhao, Data Scientist Harshal Tijare, Data Analyst

Indeed

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Acknowledgments

The Centre for the New Economy and Society would like to thank the Jobs Initiative Champions and Reskilling Revolution Champions for their leadership and guidance on the focus of this Report.

Survey Partners

The World Economic Forum's Centre for the New Economy and Society is pleased to acknowledge and thank the following organizations, without which the realization of the Future of Jobs Report 2025 would not have been feasible:

Argentina

IAE Business School, Universidad Austral Eduardo Fracchia, Director of Academic Department of Economics Martin Calveira, Research Economist

Australia

Australian Industry Group

Dr Caroline Smith, Executive Director, Centre for Education and Training Sarah Pilcher, Research and Policy Manager, Centre for Education and Training Brett Crosley, Research and Policy Officer, Centre for Education and Training

Bahrain

Bahrain Economic Development Board Nada Al Saeed, Chief Strategy Redha AlAnsari, Executive Director Bahrain Labour Fund (Tamkeen) Amer Marhoon, Managing Director at Skills Bahrain Nada Deen, Executive Director, Sector Skills Development at Skills Bahrain

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Fundação Dom Cabral, Innovation and Entrepreneurship Center

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Colombia

Asociación Nacional de Empresarios de Colombia (ANDI)

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European Association for People Management (EAPM)

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JDC-Tevet in partnership with the Ministry of Labour

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Foundation for the Advancement of Economics - FREN

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Phillip Phiri, Executive Director Brighton Shayanewako, Director, Competitiveness Douglas Muzimba, Manager, International Competitiveness Munyaradzi Muchemwa, Economist Elizabeth Magwaza, Economist Thank you also to the following organizations for contributing to the dissemination of the Future of Jobs Survey:

- Asociatia HR Management Club (HR Club)
- Associação Portuguesa De Gestão Das Pessoas (APG)
- Associazione Italiana Per La Direzione Del Personale (AIDP)
- Deutsche Gesellschaft F
 ür Personalf
 ührung (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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