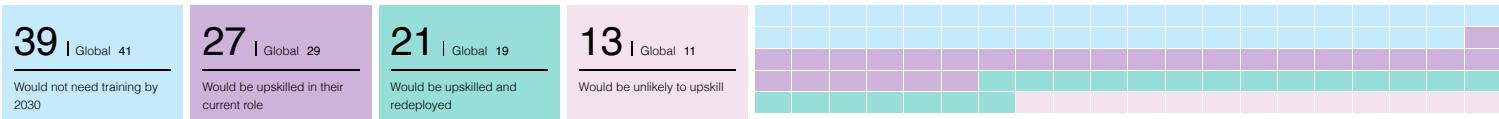


Japan

98.4

Upskilling and reskilling outlook



Human-machine frontier

Human-machine frontier

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

█ Human █ Global █ Combination █ Global █ Technology █ Global

ALL TASKS

Now



2030



Public policy

Public policies to improve talent availability

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

█ Economy █ Global

ECONOMY GLOBAL

Provision of reskilling and upskilling

58% 52%

Funding for reskilling and upskilling

53% 55%

Flexibility on hiring and firing practices

51% 44%

Flexibility on setting wages

43% 38%

Improvements to public education systems

36% 47%

Key barriers for business transformation

Transformation barriers

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

█ Economy █ Global

ECONOMY GLOBAL

Organization culture and resistance to change

55% 46%

Inability to attract talent to the industry

49% 37%

Skills gaps in the labour market

41% 63%

Insufficient understanding of opportunities

38% 25%

Lack of adequate data and technical infrastructure

36% 32%

Wage outlook

Wage trends

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

█ Growing █ Global █ Similar █ Global █ Declining █ Global

46% 50% 4% 52% 41% 8%

Talent availability outlook

Talent trend

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

█ Improving █ Global average █ Worsening █ Global average

Talent availability when hiring

47% | -100% █ 23% | +100%

Talent development of existing workforce

0% | -100% █ 80% | +100%

Talent retention of existing workforce

18% | -100% █ 30% | +100%

DEI Actions

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

65 | Global 51

Run comprehensive DEI training for managers and staff

45 | Global 42

Set DEI goals, targets or quotas

45 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

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

88 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

68 | Global 69

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

68 | Global 62

Hiring new people with skills to better work alongside AI

Kazakhstan

N/A

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	-	NA	Secondary Education Attainment (2019)	94%	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	4	4
Unemployment rate	(2022)	5%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	-	NA	Country investment in mid-career training	(2022)	3
Unemployment rate among workers with advanced edu.	-	NA			

Jobs and Skills outlook

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

40% | Global 39%

Skill disruption

Shares of core skills which will change

69% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

63% | Global 88%

AI exposure

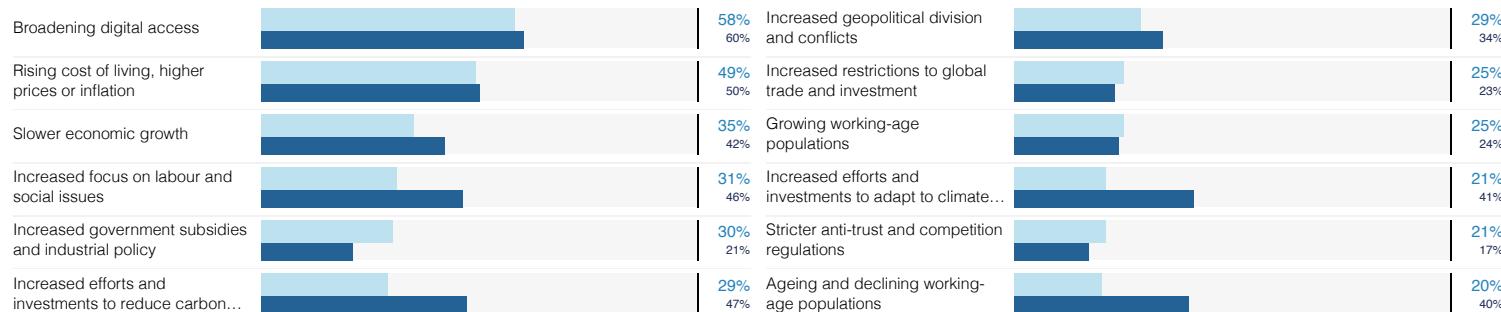
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

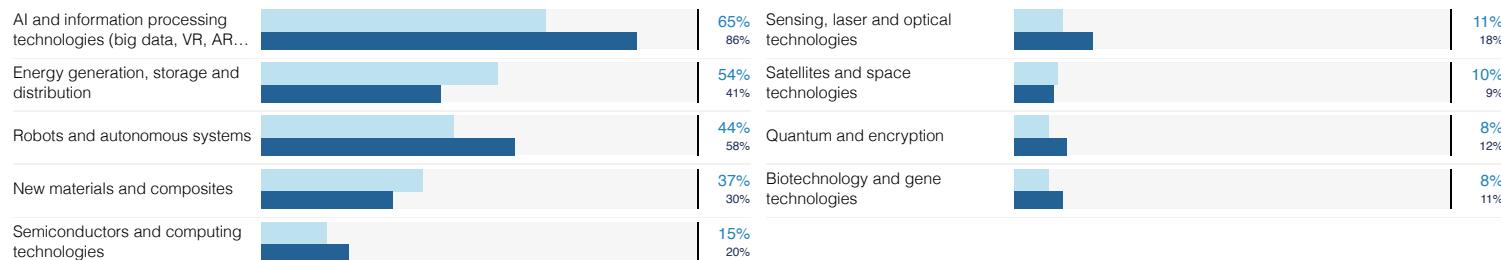


Technology trends

Technology trends driving business transformation

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

Economy | Global



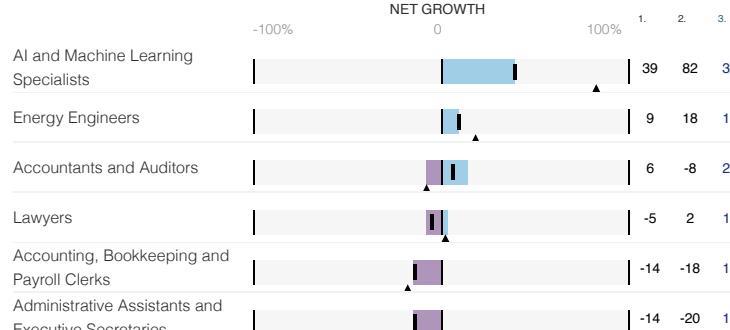
Jobs outlook

Key roles for business transformation

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

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

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



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy | Global

