

Education and training

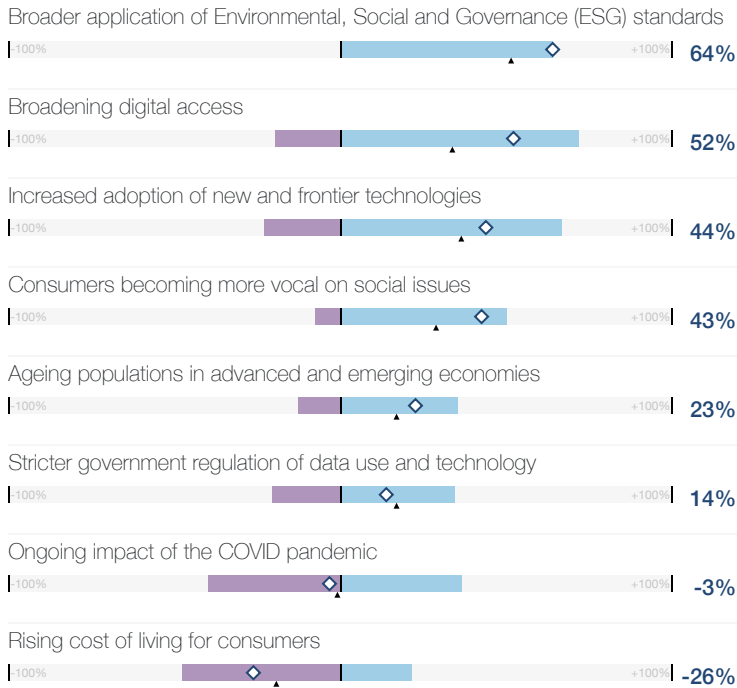
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Trend outlook

Global trends and their impact on job creation

Trends most likely to drive industry transformation and their expected impact job creation, ordered by net effect (share of organizations surveyed)

Job creator Job displacer Net effect Global net effect



Role outlook

Churn in five years

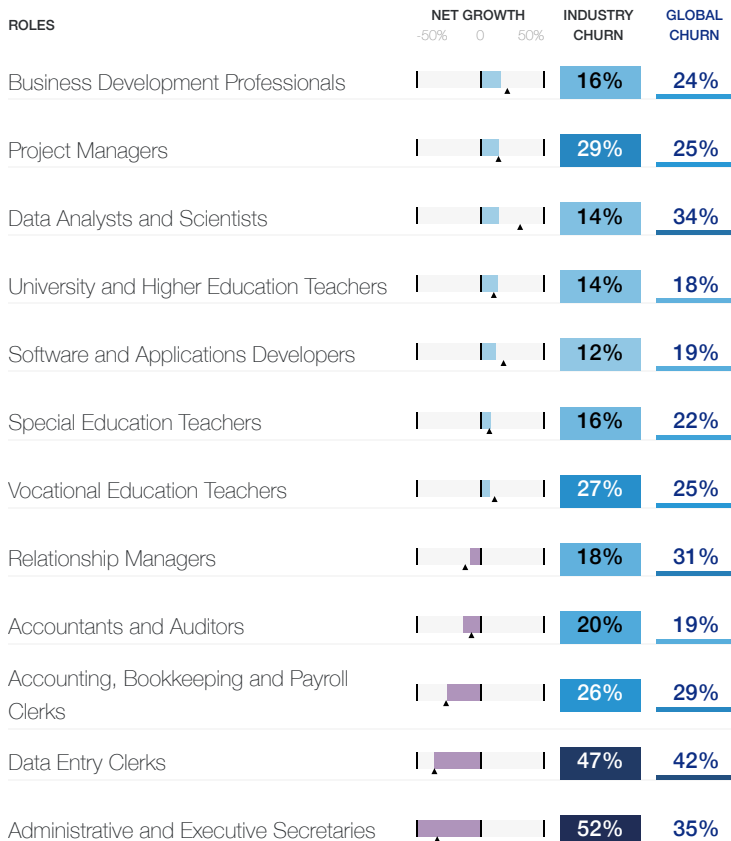
Five-year structural labour-force churn (percent)

23%

Global 23%

Key roles for business transformation

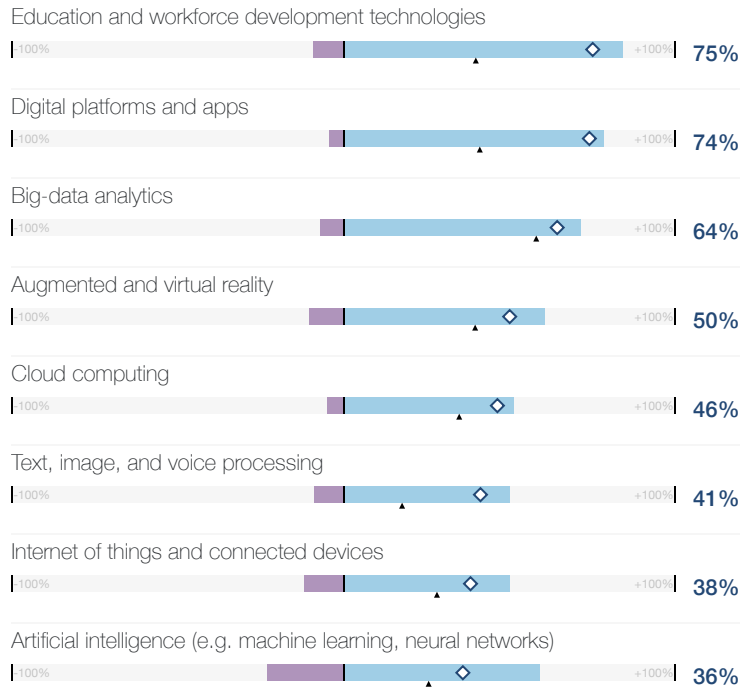
Roles most selected by organizations surveyed (as either growing, stable or declining), ordered by net role growth, and their net growth and structural churn (percent)



Technologies and their impact on job creation

Technologies most likely to drive industry transformation and their expected impact job creation, ordered by net effect (share of organizations surveyed)

Job creator Job displacer Net effect Global net effect



Human-machine frontier

Human-machine frontier

Tasks performed by humans and machines today and in 2027 (share of total)

Human Machine Industry Frontier Global Frontier

ALL TASKS

Now



2027 Forecast



Workforce strategy outlook

Talent outlook in 2027

Expected change in talent availability, development and retention in the next five years (share of organizations surveyed)

Improving Worsening Global average Global average

Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



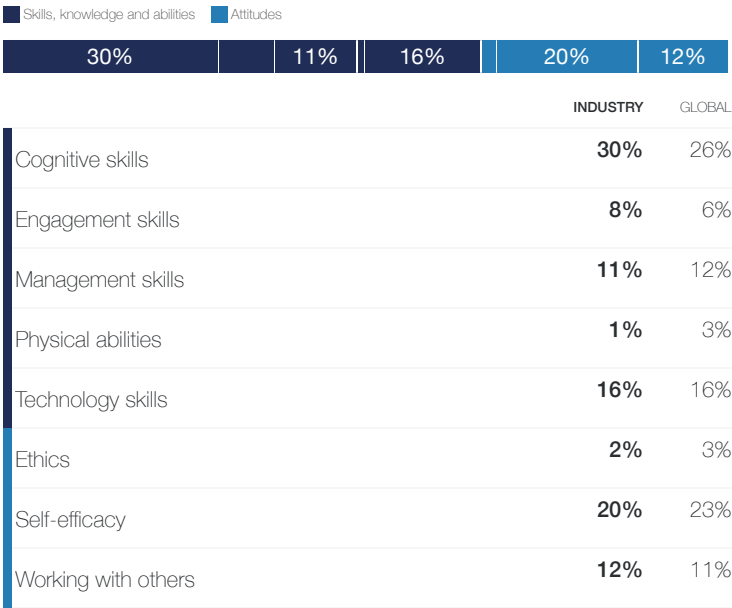
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Skill outlook

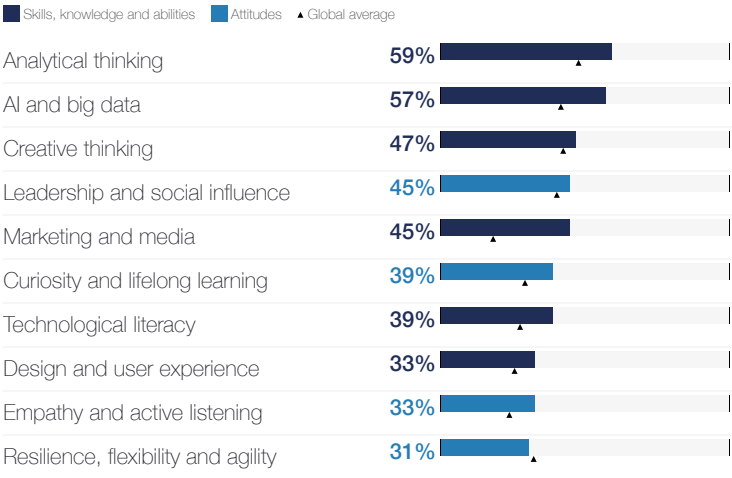
Core skills

Skills needed to perform well in key, stable roles within the company (share of organizations surveyed)



Reskilling skill focus

Skills most prioritized for reskilling and upskilling in the next five years (share of organizations surveyed)



Skill stability

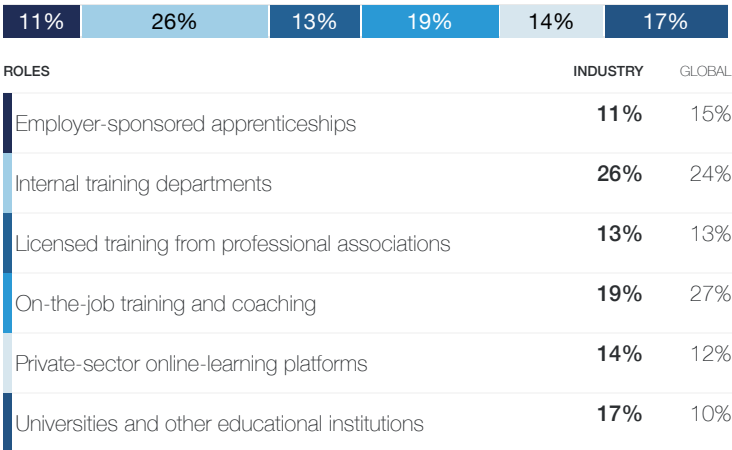
Skills required by the workforce that are expected to remain the same (share of all skills required)

52%

Global 56%

Training type

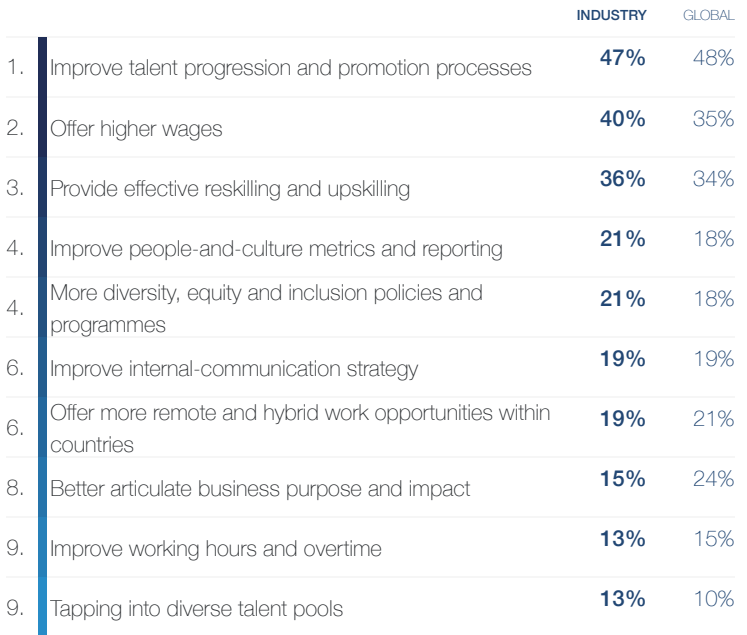
Types of training prioritized by organizations surveyed for future reskilling and upskilling (share of organizations surveyed)



Workforce strategy outlook

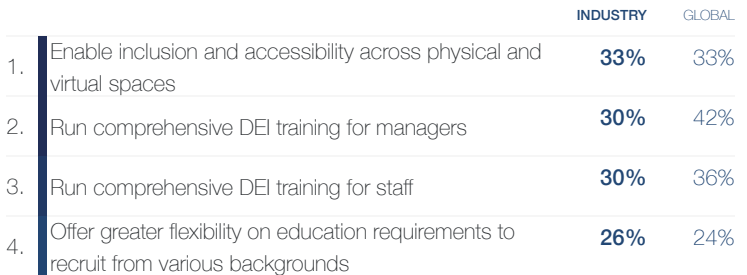
Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)



Key components of DEI programmes

Most common components of DEI programmes (share of organizations surveyed)



Share of companies with DEI Programs

(share of organizations surveyed)

48%

Global 67%