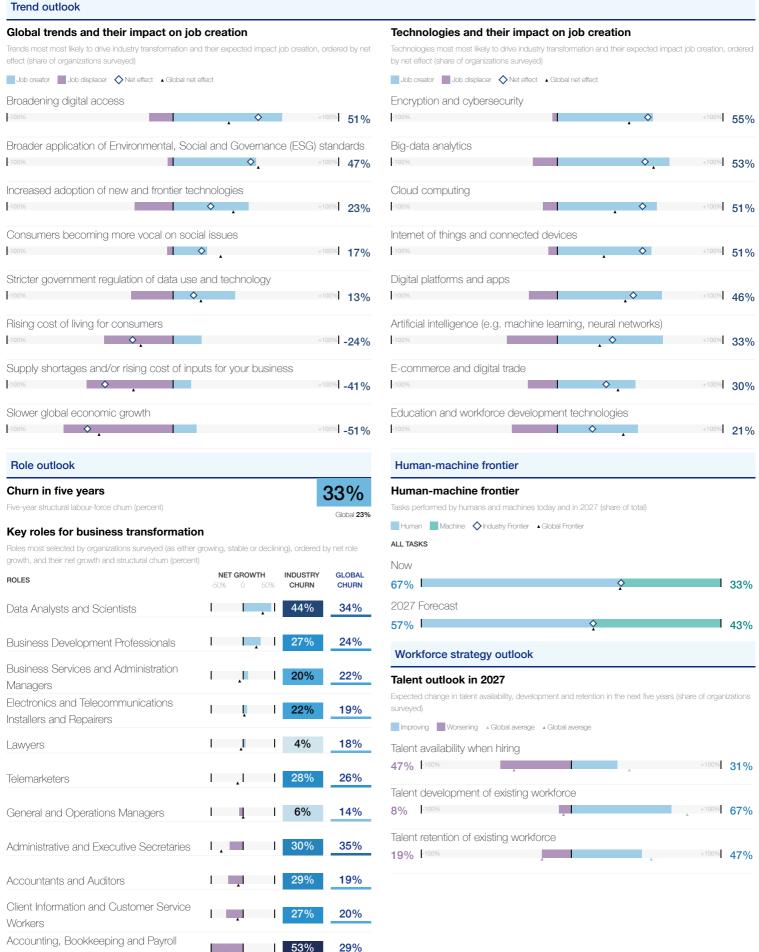
Telecommunications

_

Clerks

Data Entry Clerks



42%

55%

Telecommunications

Skill outlook

Core skills

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

Skills, knowledge and abilities Attitudes			
28%	22%	18%	13%
		INDUSTRY	GLOBAL
Cognitive skills		28%	26%
Engagement skills		8%	6%
Management skills		9%	12%
Physical abilities		3%	3%
Technology skills		22%	16%
Ethics		1%	3%
Self-efficacy		18%	23%
Working with others		13%	11%

Reskilling skill focus

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

Skills, knowledge and abilities Attitudes A Global average	ge
Al and big data	51%
Analytical thinking	49%
Creative thinking	43%
Design and user experience	40%
Networks and cybersecurity	37%
Leadership and social influence	34%
Talent management	29%
Curiosity and lifelong learning	26%
Programming	26%
Service orientation and customer service	26%

Skill stability

49% Skills required by the workforce that are expected to remain the same (share of all skills Global 56% required)

Training type

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

14%	26%	14%	22%	15%	
ROLES				INDUSTRY	GLOBAL
Employer-s	ponsored apprentic	ceships		14%	15%
Internal train	ning departments			26%	24%
Licensed tr	aining from professi	ional assoc	iations	14%	13%
On-the-job	training and coachi	ing		22%	27%
Private-sec	tor online-learning p	olatforms		15%	12%
Universities	and other education	onal instituti	ons	8%	10%

Workforce strategy outlook

Business practices to improve talent availability

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

		INDUSTRY	GLOBAL
1.	Improve talent progression and promotion processes	47%	48%
2.	Provide effective reskilling and upskilling	39%	34%
3.	Offer higher wages	36%	35%
3.	Offer more remote and hybrid work opportunities within countries	36%	21%
5.	Improve internal-communication strategy	19%	19%
6.	Improve people-and-culture metrics and reporting	17%	18%
7.	Better articulate business purpose and impact	14%	24%
7.	More diversity, equity and inclusion policies and programmes	14%	18%
7.	Offer more remote work across national borders	14%	8%
7.	Support employee health and well-being	14%	18%

Key components of DEI programmes

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

		INDUSTRY	GLOBAL
1.	Run comprehensive DEI training for managers	34%	42%
2.	Enable inclusion and accessibility across physical and virtual spaces	31%	33%
3.	Offer greater flexibility on education requirements to recruit from various backgrounds	31%	24%
4.	Provide greater flexibility on degree requirements for roles	29%	22%
5.	Run comprehensive DEI training for staff	29%	36%
6.	Set DEI goals, targets or quotas that exceed public requirements	29%	26%

Share of companies with DEI Programs

(share of organizations surveyed)

60%