

Information and technology services

21.0

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

Broadening digital access



Increased adoption of new and frontier technologies



Broader application of Environmental, Social and Governance (ESG) standards



Stricter government regulation of data use and technology



Consumers becoming more vocal on social issues



Rising cost of living for consumers



Supply shortages and/or rising cost of inputs for your business



Slower global economic growth



Role outlook

Churn in five years

Five-year structural labour-force churn (percent)

26%

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)

ROLES	NET GROWTH -50% 0 50%	INDUSTRY CHURN	GLOBAL CHURN
AI and Machine Learning Specialists		32%	40%
Data Analysts and Scientists		22%	34%
Business Development Professionals		25%	24%
Software and Applications Developers		18%	19%
Full Stack Engineers		16%	18%
Application Developers		19%	23%
ICT Operations and User Support Technicians		23%	26%
Managing Directors and Chief Executives		23%	17%
General and Operations Managers		14%	14%
Accounting, Bookkeeping and Payroll Clerks		23%	29%
Accountants and Auditors		24%	19%
Data Entry Clerks		55%	42%

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

Big-data analytics



Digital platforms and apps



Encryption and cybersecurity



Cloud computing



Education and workforce development technologies



Internet of things and connected devices



E-commerce and digital trade



Artificial intelligence (e.g. machine learning, neural networks)



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



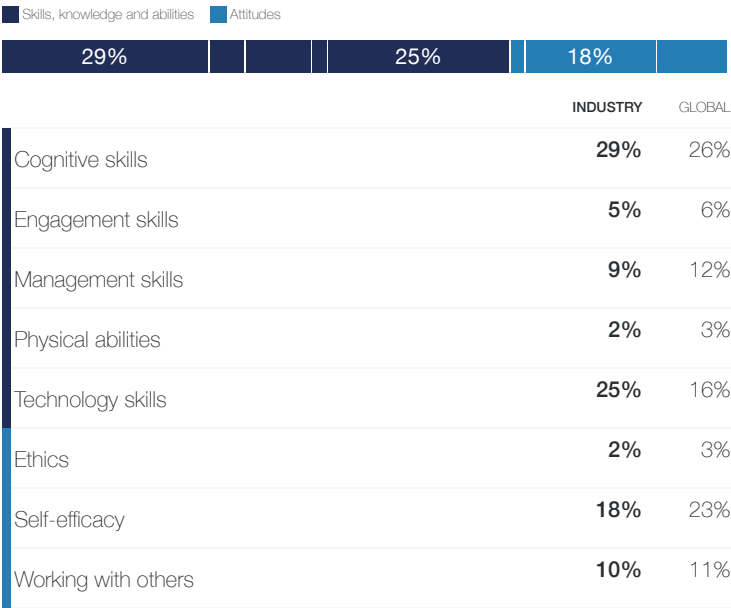
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Skill outlook

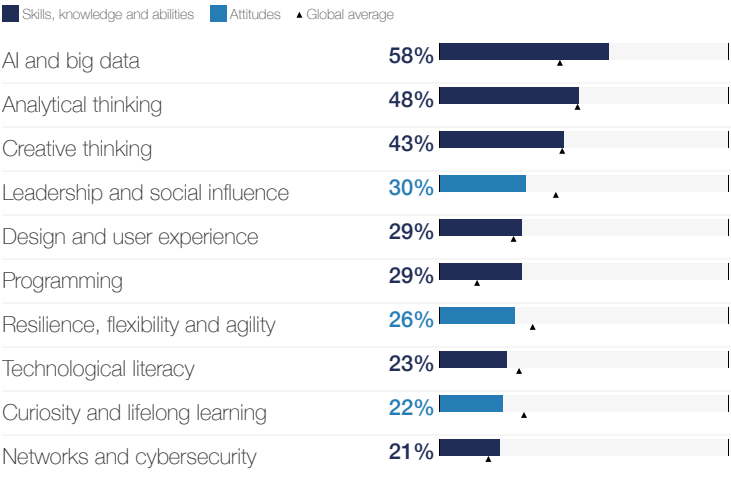
Core skills

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)



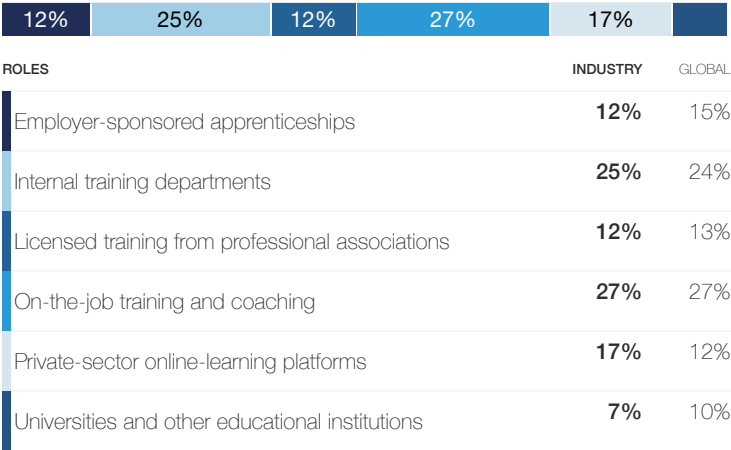
Skill stability

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

57%
Global 56%

Training type

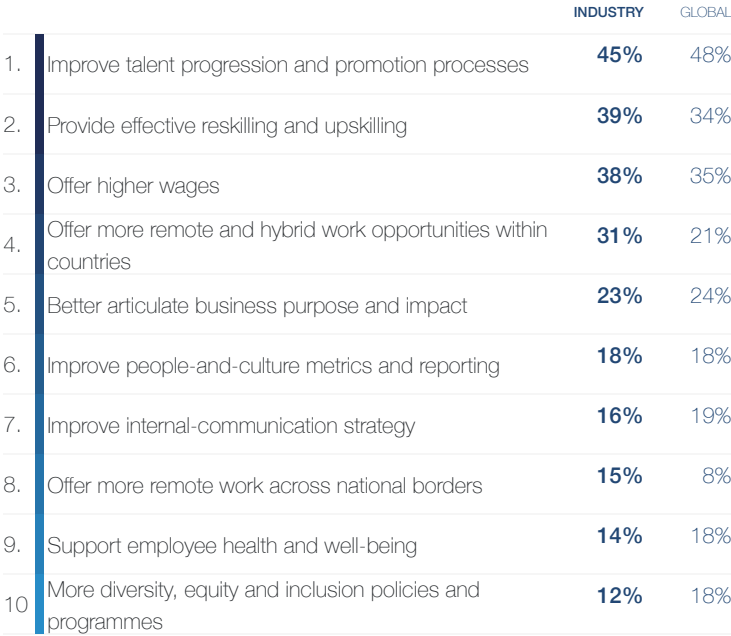
Types of training prioritized by organizations surveyed for future reskilling and upskilling (share of organizations surveyed)



Workforce strategy outlook

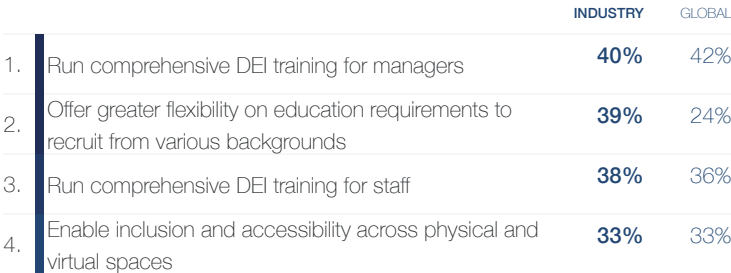
Business practices to improve talent availability

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)

61%
Global 67%