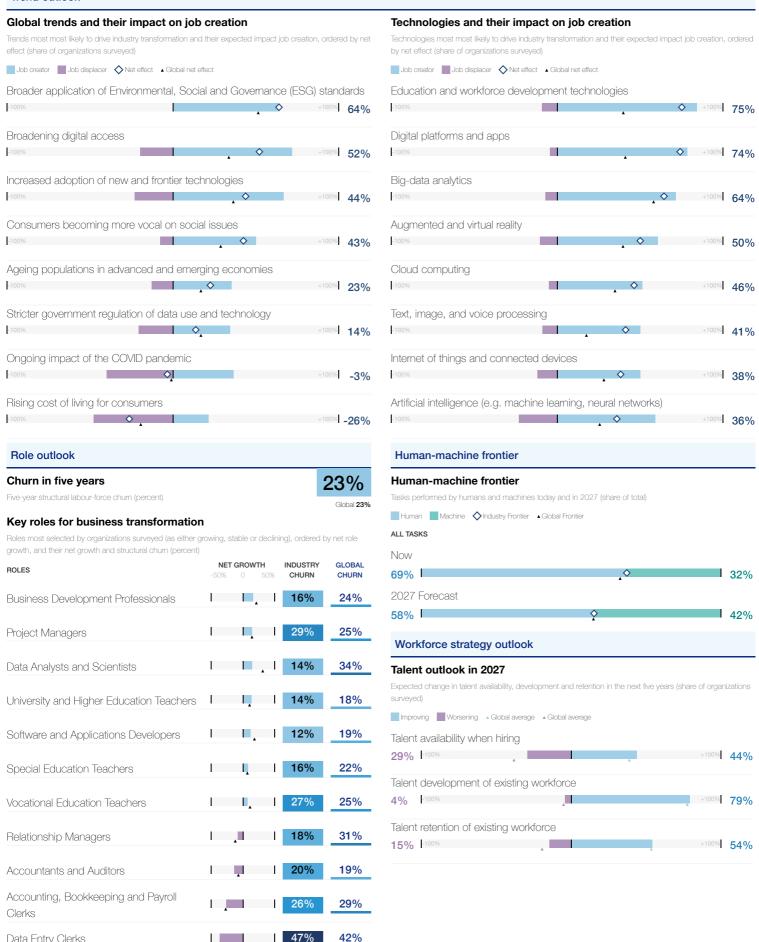
# Education and training

# 158.1

#### Trend outlook

Data Entry Clerks

Administrative and Executive Secretaries



35%

52%

# Education and training

#### 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 |    |     |       |      |        |
|---------------------------------|-----------|----|-----|-------|------|--------|
| 30%                             | 1         | 1% | 16% | 20%   |      | 12%    |
|                                 |           |    |     | INDUS | STRY | GLOBAL |
| Cognitive skills                |           |    |     | 30    | 0%   | 26%    |
| Engagement skills               |           |    |     | :     | 8%   | 6%     |
| Management skills               |           |    |     | 1     | 1%   | 12%    |
| Physical abilities              |           |    |     |       | 1%   | 3%     |
| Technology skills               |           |    |     | 10    | 6%   | 16%    |
| Ethics                          |           |    |     | :     | 2%   | 3%     |
| Self-efficacy                   |           |    |     | 20    | 0%   | 23%    |
| Working with others             |           |    |     | 1:    | 2%   | 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 |
|--|---------|
| Analytical thinking                                | 59%     |
| Al and big data                                    | 57%     |
| Creative thinking                                  | 47%     |
| Leadership and social influence                    | 45%     |
| Marketing and media                                | 45%     |
| Curiosity and lifelong learning                    | 39%     |
| Technological literacy                             | 39%     |
| Design and user experience                         | 33%     |
| Empathy and active listening                       | 33%     |
| Resilience, flexibility and adility                | 31%     |

# Skill stability

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

**52**%

# Training type

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

| 11%          | 26%               | 13%               | 19%       | 14%  | 4% 17% |        |
|--------------|-------------------|-------------------|-----------|------|--------|--------|
| ROLES        |                   |                   |           | INDU | JSTRY  | GLOBAL |
| Employer-    | sponsored app     | renticeships      |           | •    | 11%    | 15%    |
| Internal tra | ining departme    | nts               |           | 2    | 26%    | 24%    |
| Licensed t   | raining from pro  | ofessional asso   | ociations | -    | 13%    | 13%    |
| On-the-job   | training and c    | oaching           |           | -    | 19%    | 27%    |
| Private-sed  | ctor online-learr | ning platforms    |           | -    | 14%    | 12%    |
| Universitie  | s and other edu   | ucational institu | utions    |      | 17%    | 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. | Offer higher wages   | 40%      | 35%    |
| 3. | Provide effective reskilling and upskilling                      | 36%      | 34%    |
| 4. | Improve people-and-culture metrics and reporting                 | 21%      | 18%    |
| 4. | More diversity, equity and inclusion policies and programmes     | 21%      | 18%    |
| 6. | Improve internal-communication strategy                          | 19%      | 19%    |
| 6. | Offer more remote and hybrid work opportunities within countries | 19%      | 21%    |
| 8. | Better articulate business purpose and impact                    | 15%      | 24%    |
| 9. | Improve working hours and overtime                               | 13%      | 15%    |
| 9. | Tapping into diverse talent pools                                | 13%      | 10%    |

### Key components of DEI programmes

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

|    |   | INDUSTRY | GLOBAL |
|----|---|----------|--------|
| 1. | Enable inclusion and accessibility across physical and virtual spaces                   | 33%      | 33%    |
| 2. | Run comprehensive DEI training for managers   | 30%      | 42%    |
| 3. | Run comprehensive DEI training for staff  | 30%      | 36%    |
| 4. | Offer greater flexibility on education requirements to recruit from various backgrounds | 26%      | 24%    |

# Share of companies with DEI Programs

(share of organizations surveyed)

48%