

Kazakhstan

N/A

Upskilling and reskilling outlook

54 | Global 41

Would not need training by 2030

24 | Global 29

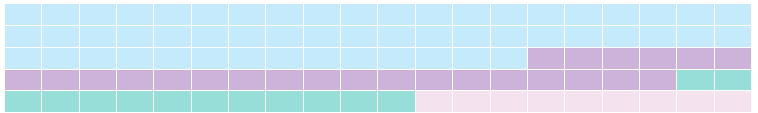
Would be upskilled in their current role

13 | Global 19

Would be upskilled and redeployed

9 | Global 11

Would be unlikely to upskill



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



Key barriers for business transformation

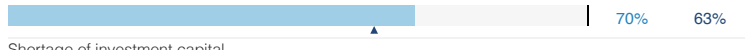
Transformation barriers

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

Economy Global

ECONOMY GLOBAL

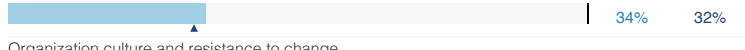
Skills gaps in the labour market



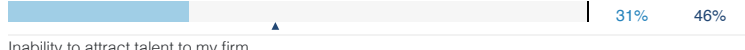
Shortage of investment capital



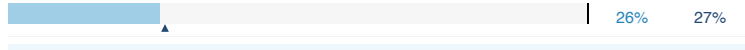
Lack of adequate data and technical infrastructure



Organization culture and resistance to change



Inability to attract talent to my firm



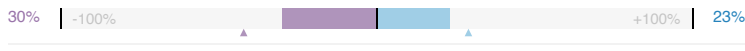
Talent availability outlook

Talent trend

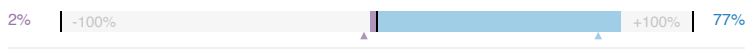
Share of respondents who expect their talent availability to improve or worsen in five years

Improving Global average Worsening Global average

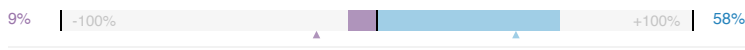
Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



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

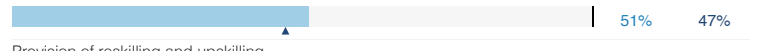
Economy Global

ECONOMY GLOBAL

Funding for reskilling and upskilling



Improvements to public education systems



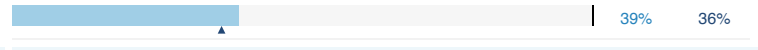
Provision of reskilling and upskilling



Flexibility on setting wages



Changes to labour laws related to remote work



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



DEI Actions

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

43 | Global 48

Targeted recruitment, retention and progression initiatives

40 | Global 39

Pay equity reviews and salary audits

39 | Global 51

Run comprehensive DEI training for managers and staff

AI Strategy

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

57 | Global 69

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

55 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

49 | Global 41

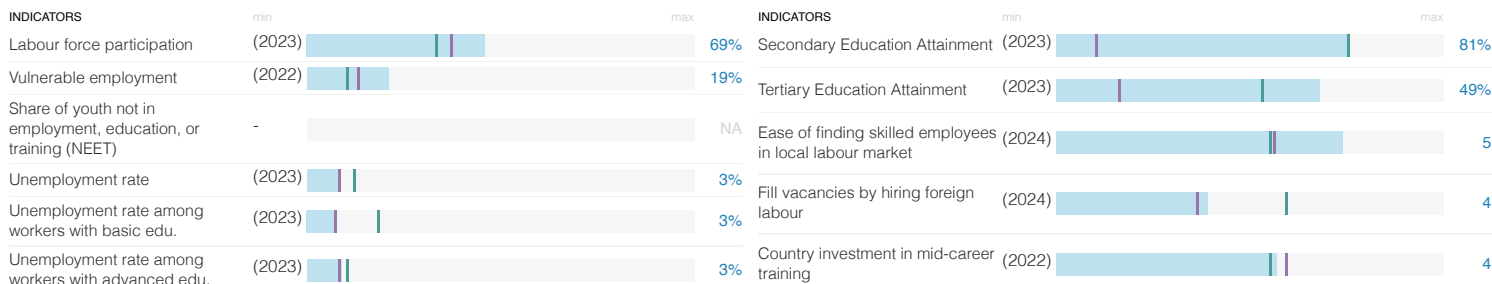
Downsizing workforce where AI can replicate people's work

Korea, Republic of

40.9

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

17% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

100% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

100% | Global 88%

AI exposure

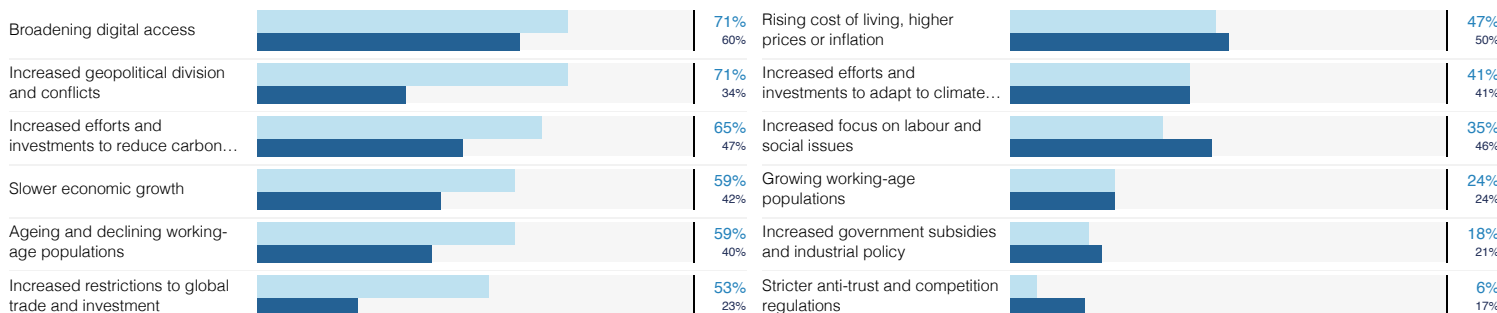
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

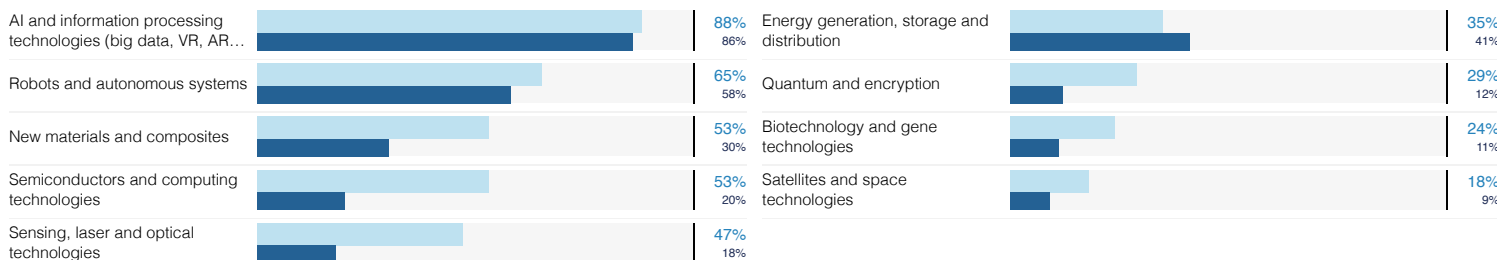


Technology trends

Technology trends driving business transformation

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

Economy Global

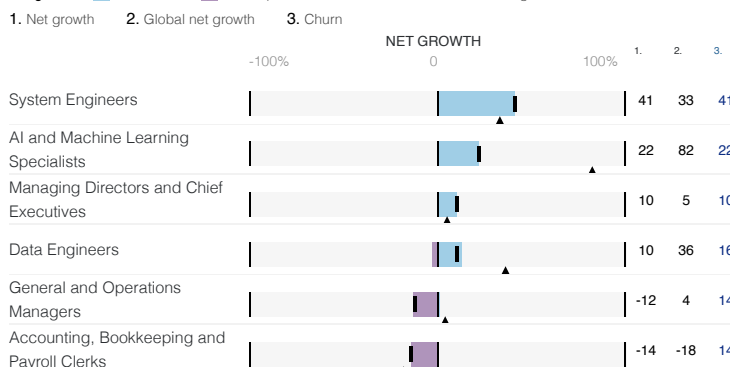


Jobs outlook

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

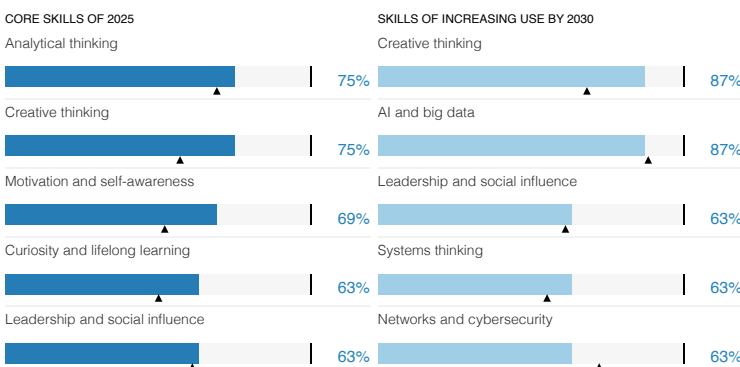


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Korea, Republic of

40.9

Upskilling and reskilling outlook

52 | Global 41

Would not need training by 2030

23 | Global 29

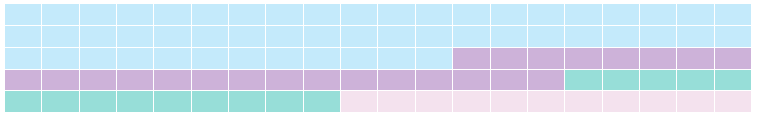
Would be upskilled in their current role

14 | Global 19

Would be upskilled and redeployed

11 | Global 11

Would be unlikely to upskill



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

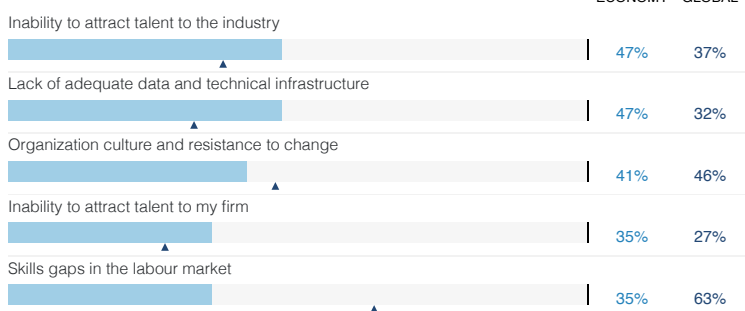


Key barriers for business transformation

Transformation barriers

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

Economy Global



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



Talent development of existing workforce



Talent retention of existing workforce

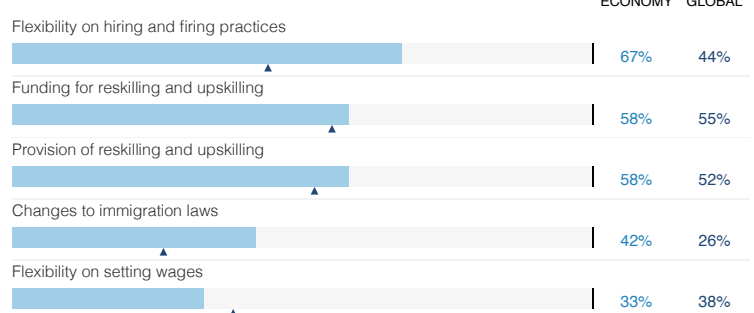


Public policy

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



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



DEI Actions

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

75 | Global 51

Run comprehensive DEI training for managers and staff

50 | Global 42

Set DEI goals, targets or quotas

50 | 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

100 | Global 69

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

89 | Global 77

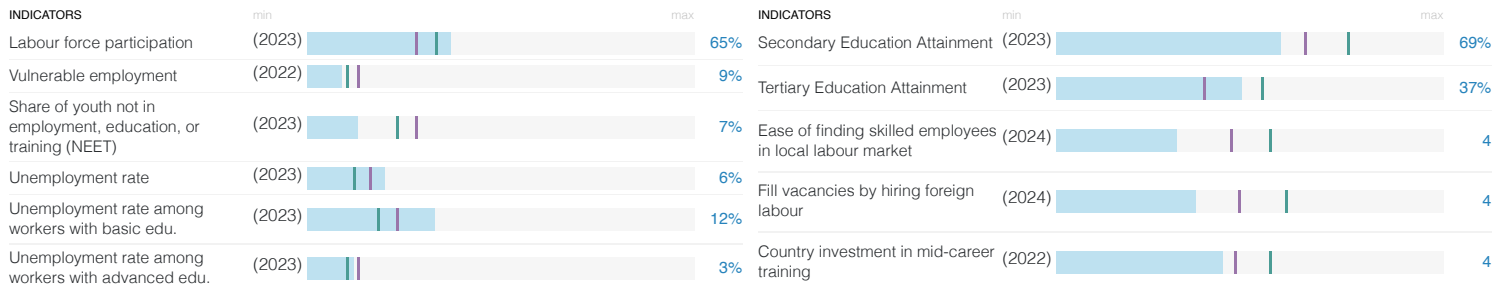
Reskilling and upskilling your existing workforce to better work alongside AI

78 | Global 49

Re-orienting your organization to target new business opportunities created by AI

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

13% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

87% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

92% | Global 88%

AI exposure

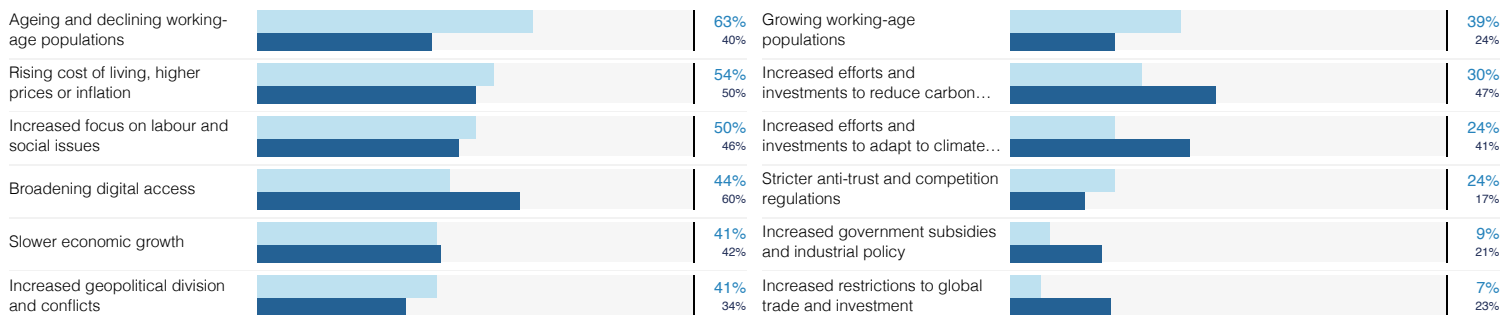
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

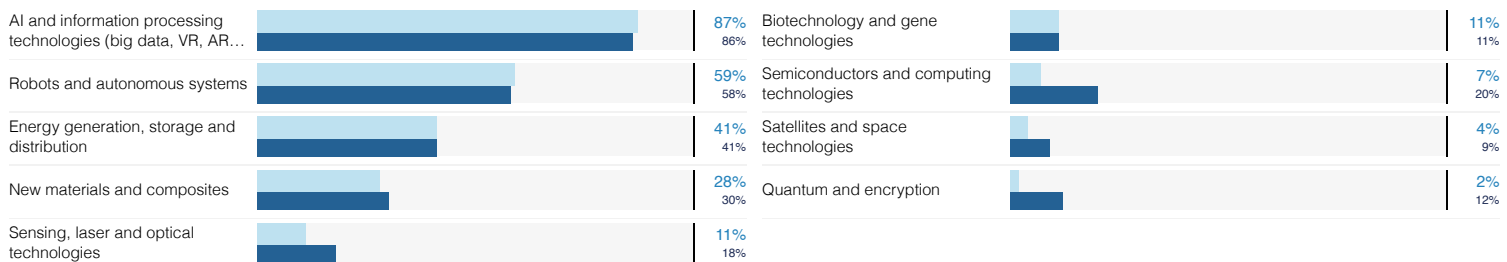


Technology trends

Technology trends driving business transformation

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

Economy Global

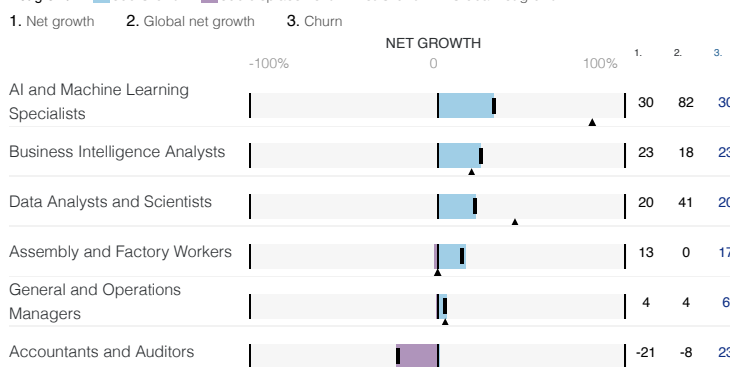


Jobs outlook

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

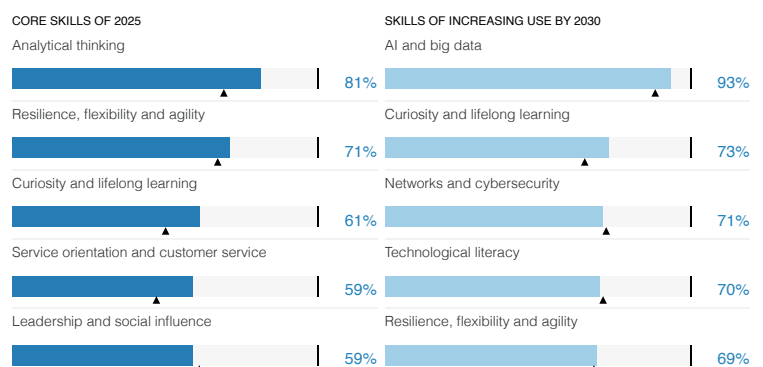


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Latvia

1.4

Upskilling and reskilling outlook

30 | Global 41

Would not need training by 2030

37 | Global 29

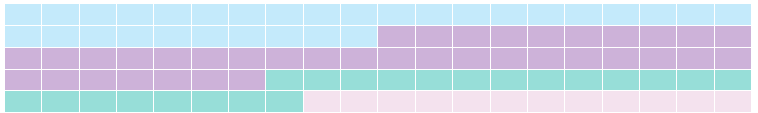
Would be upskilled in their current role

21 | Global 19

Would be upskilled and redeployed

12 | Global 11

Would be unlikely to upskill



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



Key barriers for business transformation

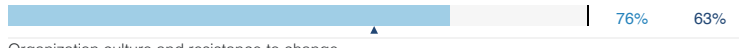
Transformation barriers

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

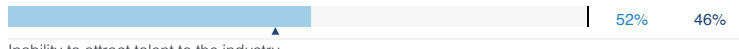
Economy Global

ECONOMY GLOBAL

Skills gaps in the labour market



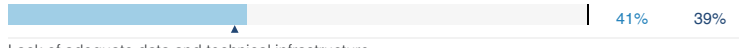
Organization culture and resistance to change



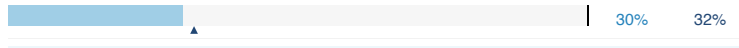
Inability to attract talent to the industry



Outdated or inflexible regulatory framework



Lack of adequate data and technical infrastructure



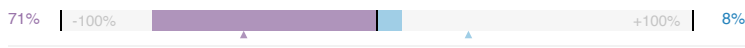
Talent availability outlook

Talent trend

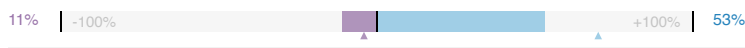
Share of respondents who expect their talent availability to improve or worsen in five years

Improving Global average Worsening Global average

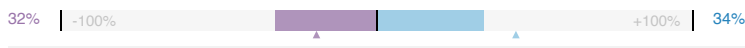
Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Public policy

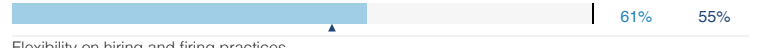
Public policies to improve talent availability

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

Economy Global

ECONOMY GLOBAL

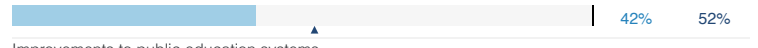
Funding for reskilling and upskilling



Flexibility on hiring and firing practices



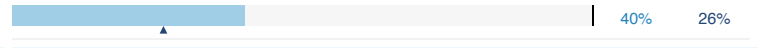
Provision of reskilling and upskilling



Improvements to public education systems



Changes to immigration laws



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



DEI Actions

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

53 | Global 51

Run comprehensive DEI training for managers and staff

53 | Global 39

Pay equity reviews and salary audits

37 | Global 42

Set DEI goals, targets or quotas

AI Strategy

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

74 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

53 | Global 69

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

53 | Global 47

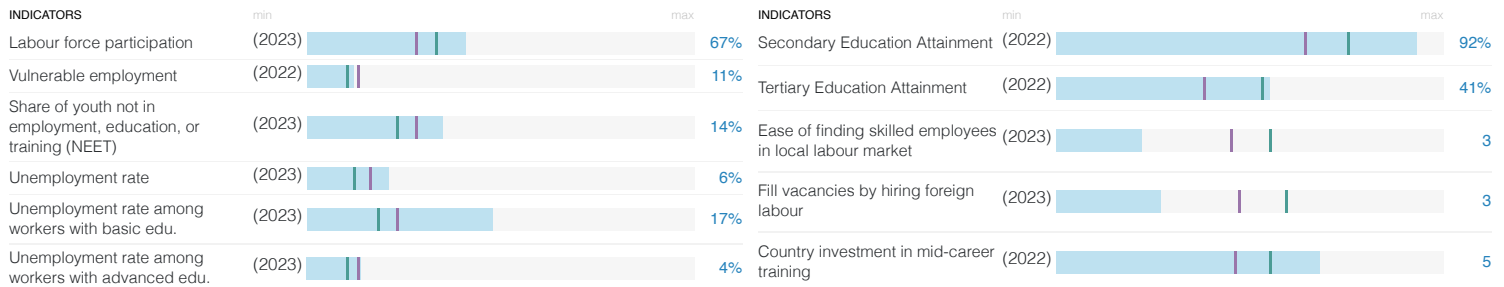
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

Lithuania

2.2

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

14% | Global 22%

Labour-market churn

Five-year structural labour-force churn

35% | Global 39%

Skill disruption

Shares of core skills which will change

79% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

95% | Global 88%

AI exposure

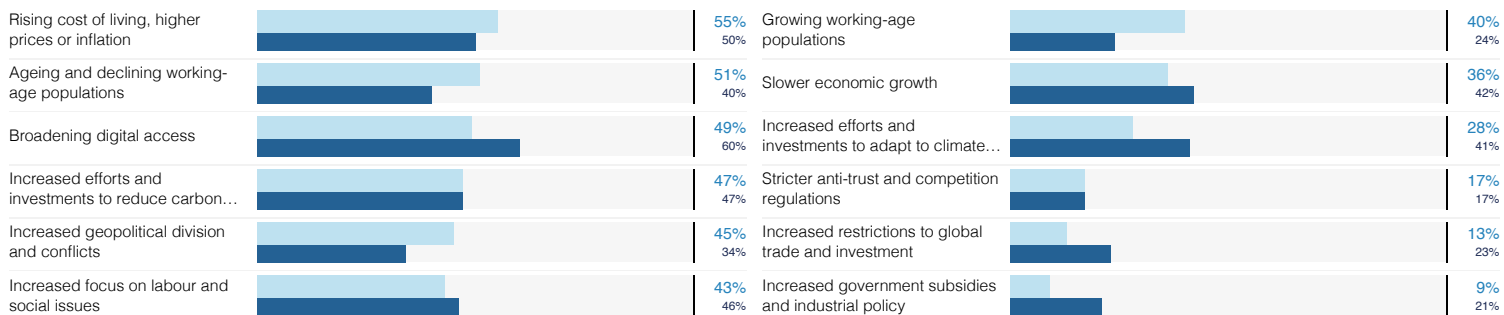
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

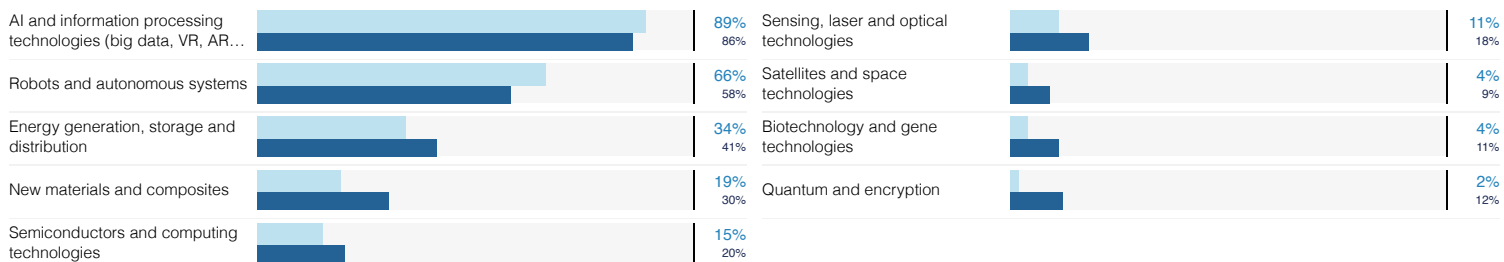


Technology trends

Technology trends driving business transformation

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

Economy Global

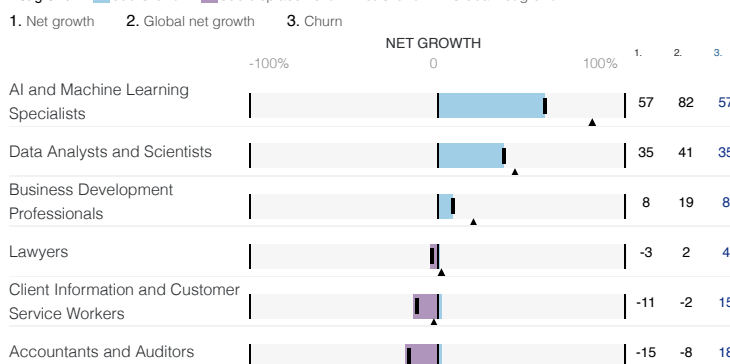


Jobs outlook

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

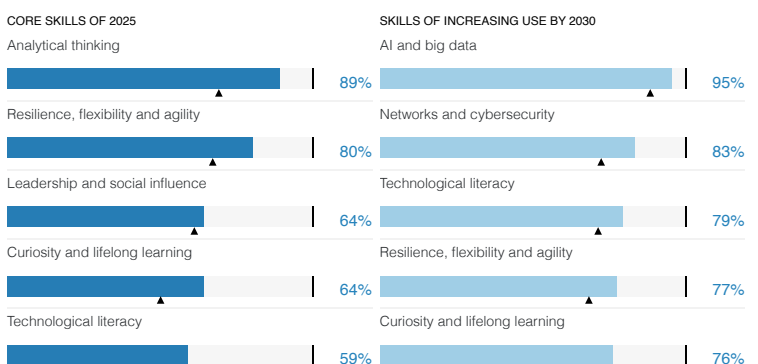


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Lithuania

2.2

Upskilling and reskilling outlook

36 | Global 41

Would not need training by 2030

36 | Global 29

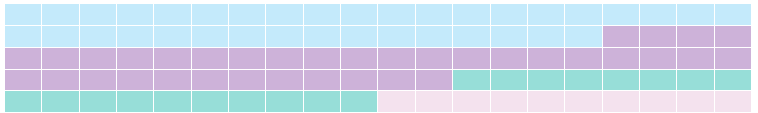
Would be upskilled in their current role

18 | Global 19

Would be upskilled and redeployed

10 | Global 11

Would be unlikely to upskill



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



Key barriers for business transformation

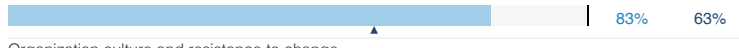
Transformation barriers

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

Economy Global

ECONOMY GLOBAL

Skills gaps in the labour market



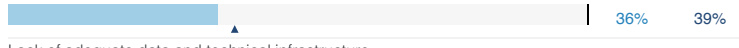
Organization culture and resistance to change



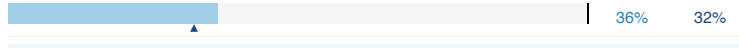
Inability to attract talent to the industry



Outdated or inflexible regulatory framework



Lack of adequate data and technical infrastructure



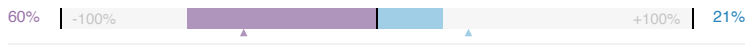
Talent availability outlook

Talent trend

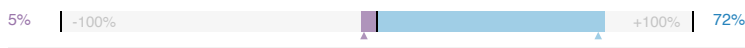
Share of respondents who expect their talent availability to improve or worsen in five years

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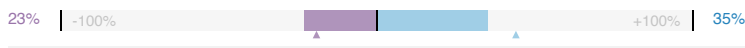
Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Public policy

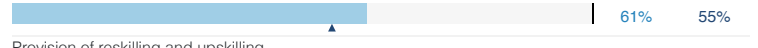
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Economy Global

ECONOMY GLOBAL

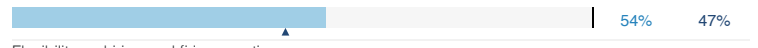
Funding for reskilling and upskilling



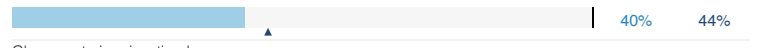
Provision of reskilling and upskilling



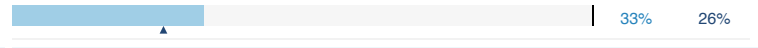
Improvements to public education systems



Flexibility on hiring and firing practices



Changes to immigration laws



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



DEI Actions

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

54 | Global 39

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47 | Global 48

Targeted recruitment, retention and progression initiatives

44 | Global 51

Run comprehensive DEI training for managers and staff

AI Strategy

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

86 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

63 | Global 69

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

58 | Global 62

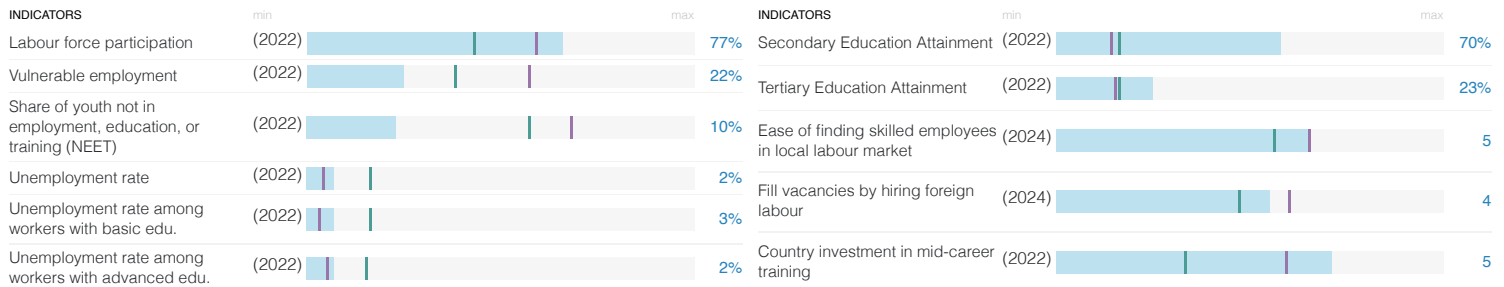
Hiring new people with skills to better work alongside AI

Malaysia

17.2

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

11% | Global 22%

Labour-market churn

Five-year structural labour-force churn

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Shares of core skills which will change

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Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

AI exposure

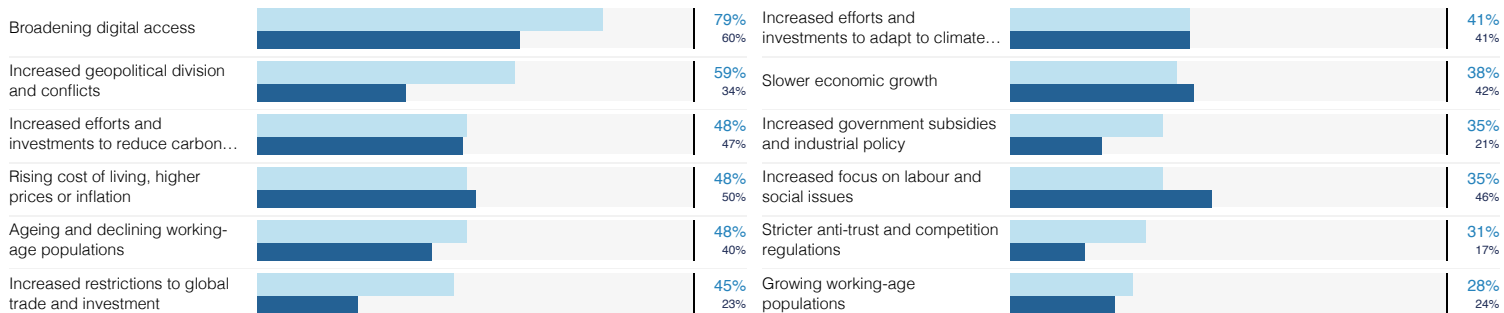
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

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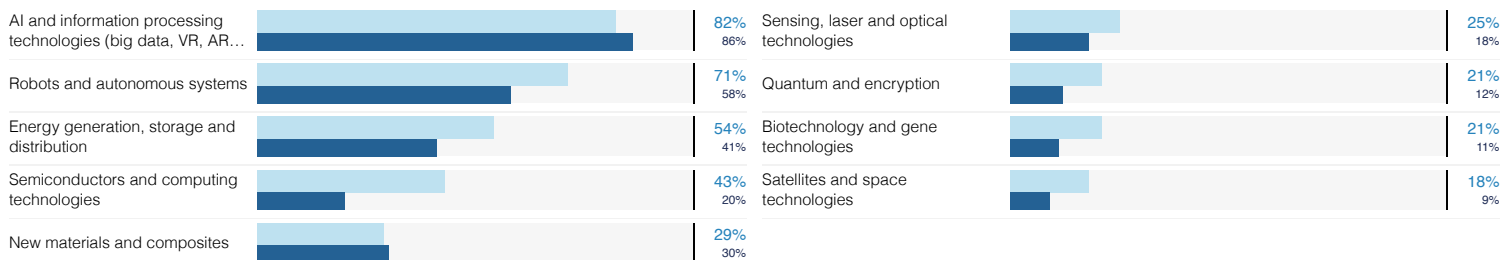


Technology trends

Technology trends driving business transformation

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

Economy Global

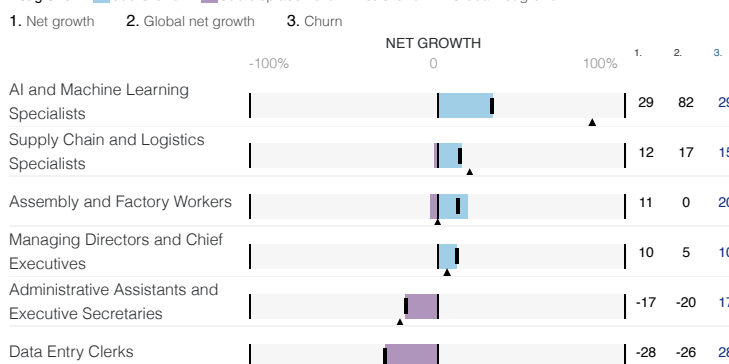


Jobs outlook

Key roles for business transformation

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Net growth Job Growth Job displacement Net Growth Global net growth

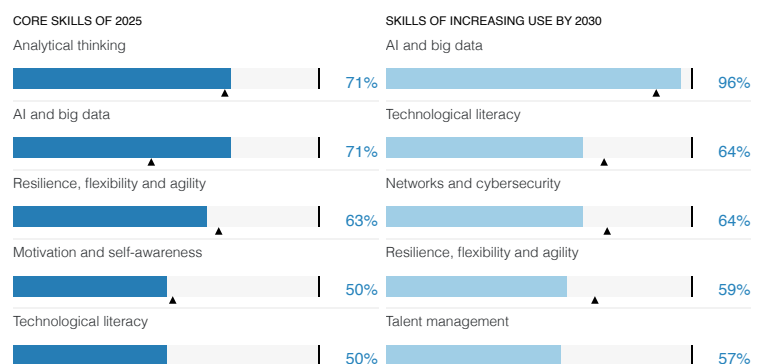


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Malaysia

17.2

Upskilling and reskilling outlook

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Would not need training by 2030

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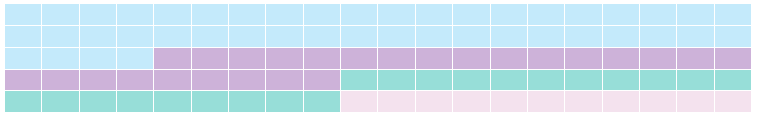
Would be upskilled in their current role

20 | Global 19

Would be upskilled and redeployed

11 | Global 11

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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



Key barriers for business transformation

Transformation barriers

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

Economy Global

ECONOMY GLOBAL

Skills gaps in the labour market



Organization culture and resistance to change



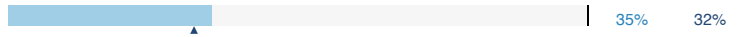
Outdated or inflexible regulatory framework



Inability to attract talent to the industry



Lack of adequate data and technical infrastructure



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



Talent development of existing workforce



Talent retention of existing workforce



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

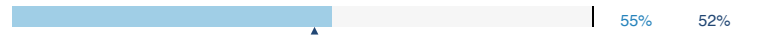
Economy Global

ECONOMY GLOBAL

Funding for reskilling and upskilling



Provision of reskilling and upskilling



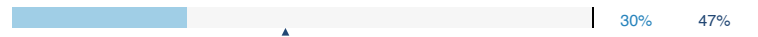
Flexibility on setting wages



Flexibility on hiring and firing practices



Improvements to public education systems



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



DEI Actions

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

75 | Global 48

Targeted recruitment, retention and progression initiatives

55 | Global 39

Pay equity reviews and salary audits

55 | Global 26

Support workers with caregiving responsibilities

AI Strategy

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

72 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

67 | Global 69

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

67 | Global 49

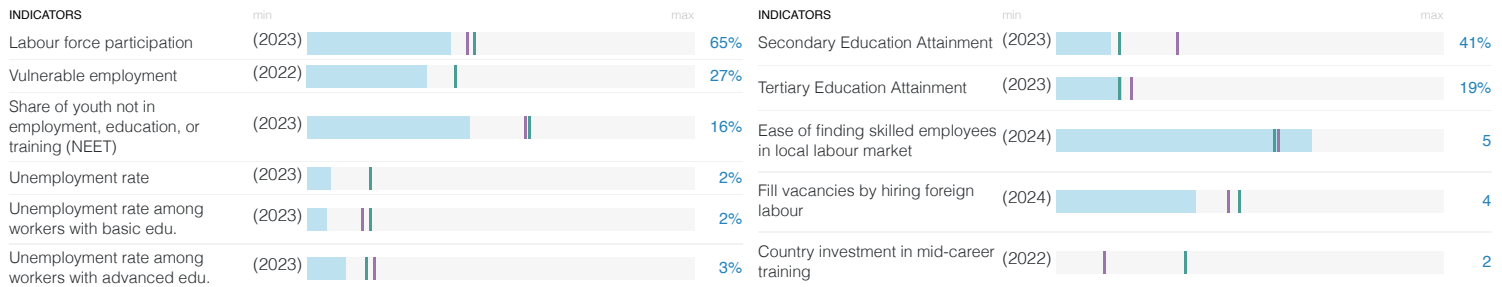
Re-orienting your organization to target new business opportunities created by AI

Mexico

78.5

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

16% | Global 22%

Labour-market churn

Five-year structural labour-force churn

40% | Global 39%

Skill disruption

Shares of core skills which will change

94% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

97% | Global 88%

AI exposure

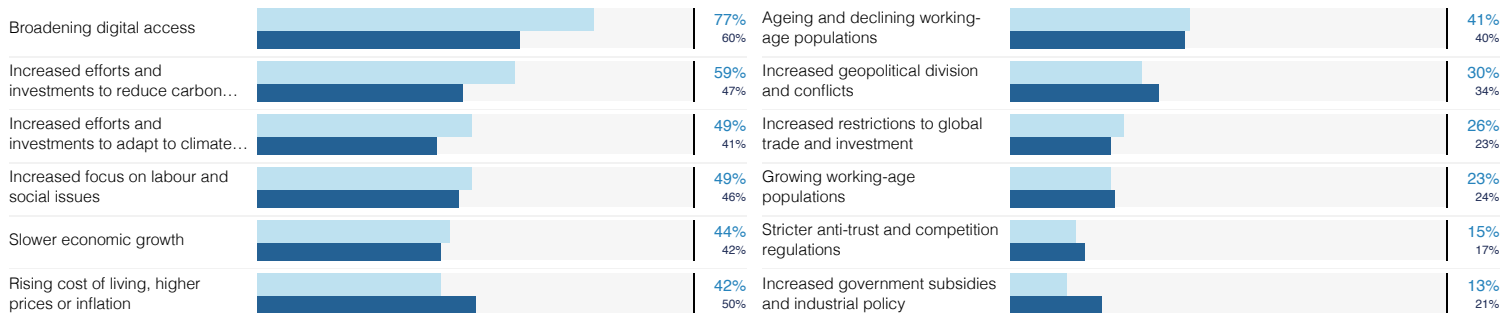
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

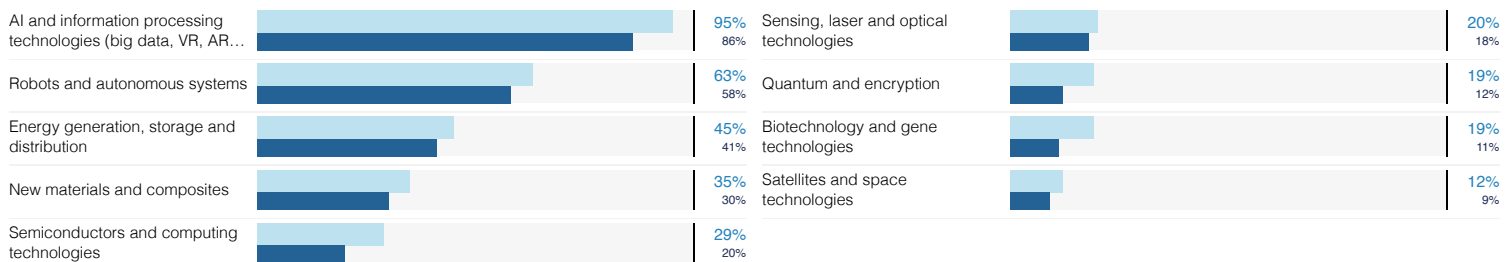


Technology trends

Technology trends driving business transformation

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

Economy Global

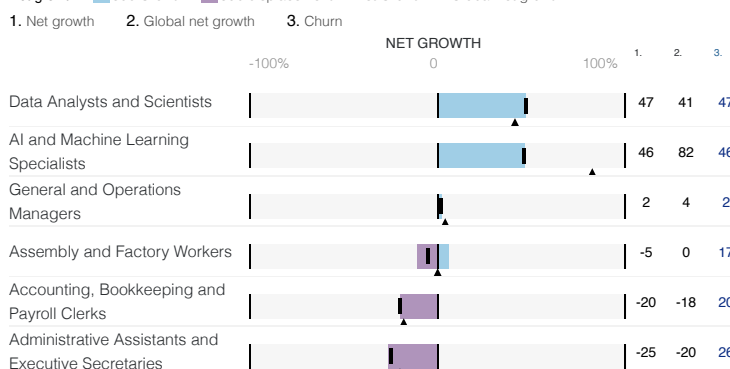


Jobs outlook

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



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global

