

Indonesia

167.6

Upskilling and reskilling outlook

36 | Global 41

Would not need training by 2030

30 | Global 29

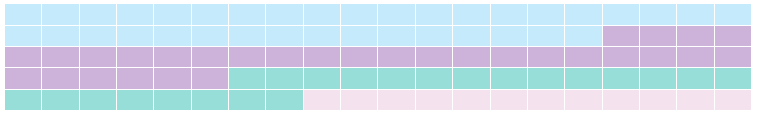
Would be upskilled in their current role

22 | Global 19

Would be upskilled and redeployed

13 | 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

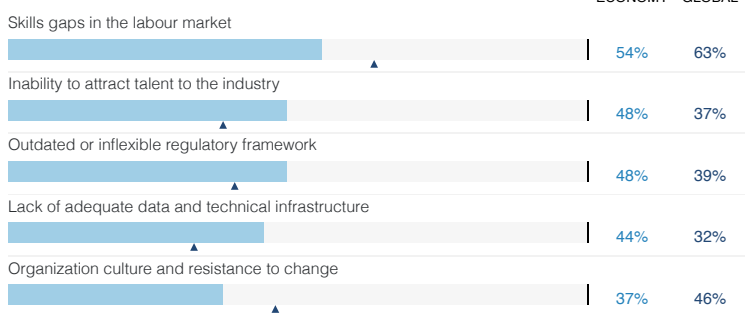


Key barriers for business transformation

Transformation barriers

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

Economy Global

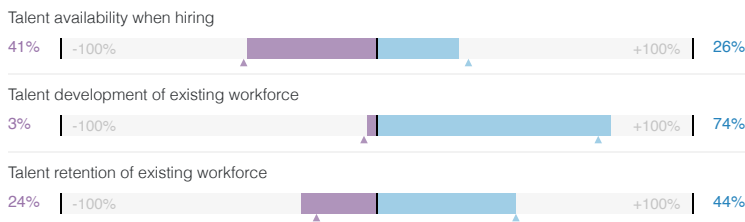


Talent availability outlook

Talent trend

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

Improving Global average Worsening Global average

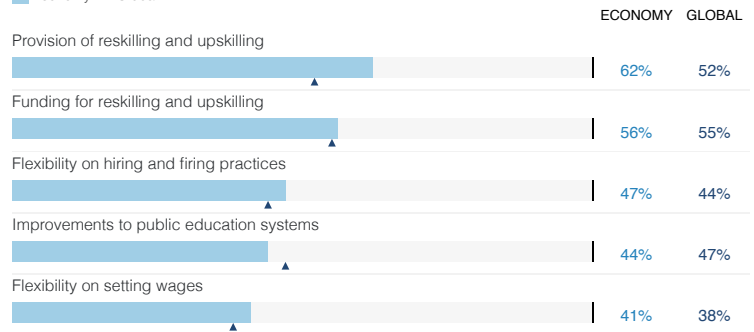


Public policy

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

62 | Global 48

Targeted recruitment, retention and progression initiatives

56 | Global 42

Set DEI goals, targets or quotas

53 | 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

94 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

74 | Global 69

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

65 | Global 62

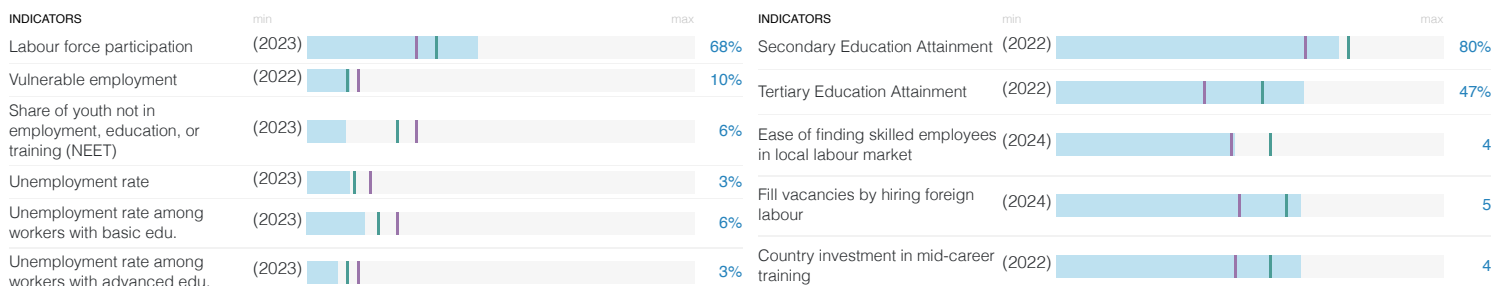
Hiring new people with skills to better work alongside AI

Ireland

3.6

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

10% | 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

93% | Global 88%

AI exposure

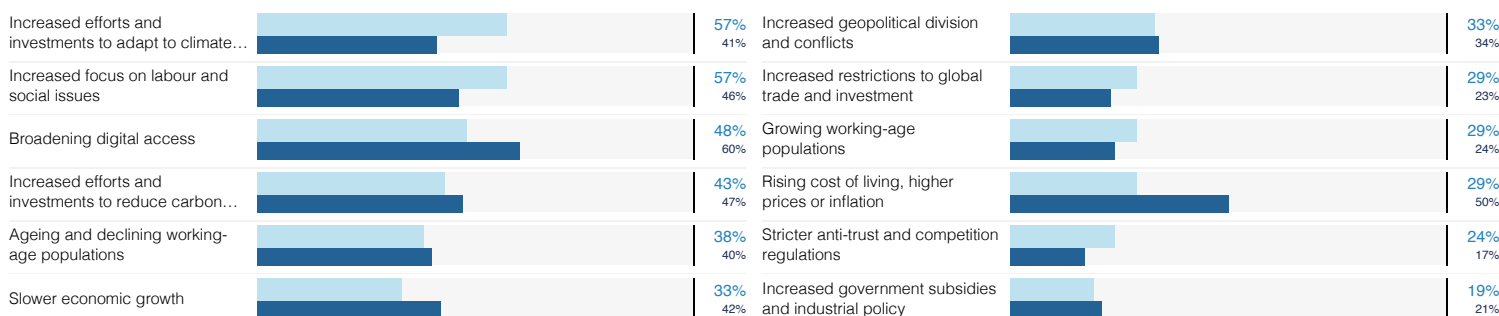
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

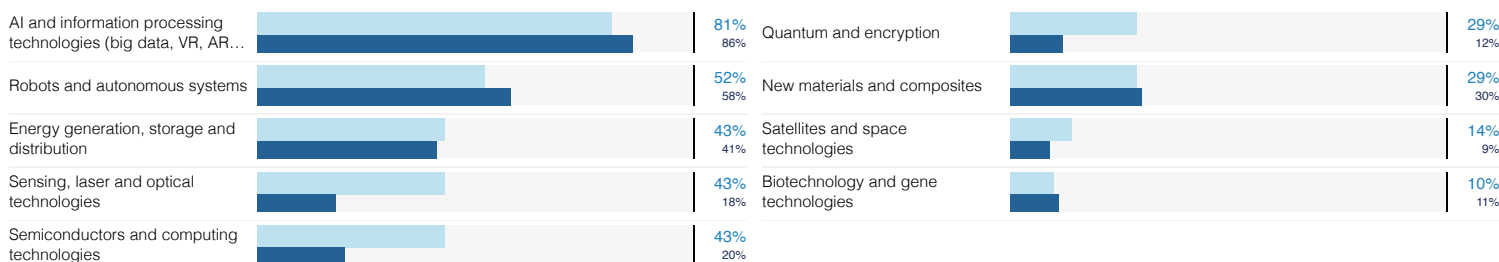


Technology trends

Technology trends driving business transformation

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

Economy Global

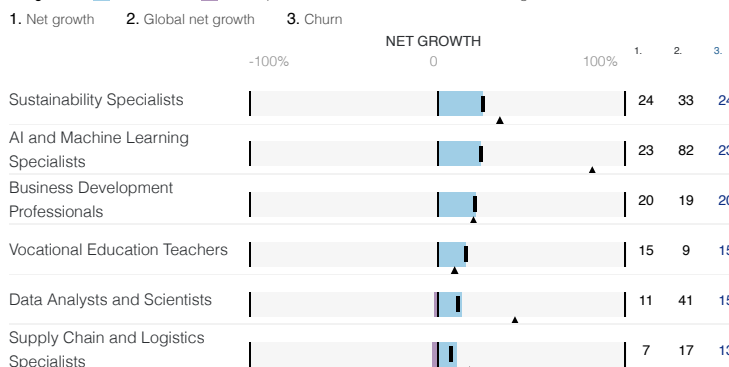


Jobs outlook

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

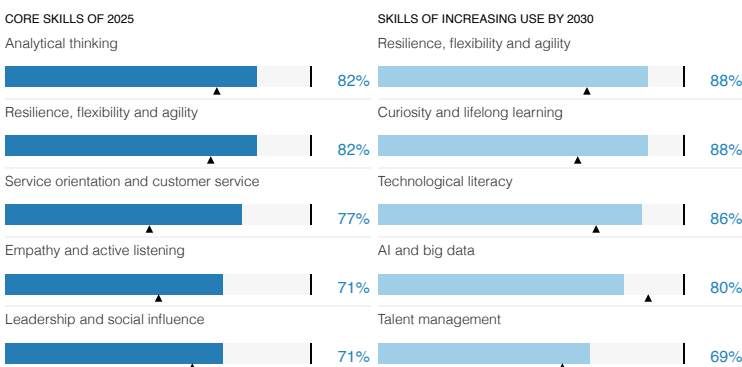


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Ireland

3.6

Upskilling and reskilling outlook

33 | Global 41

Would not need training by 2030

31 | Global 29

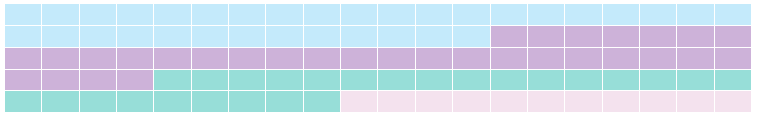
Would be upskilled in their current role

25 | 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

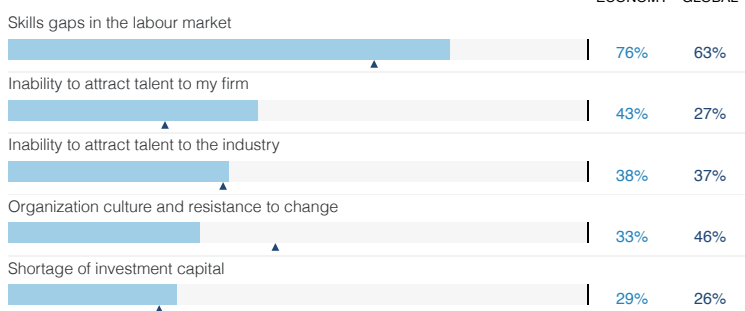


Key barriers for business transformation

Transformation barriers

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

Economy Global

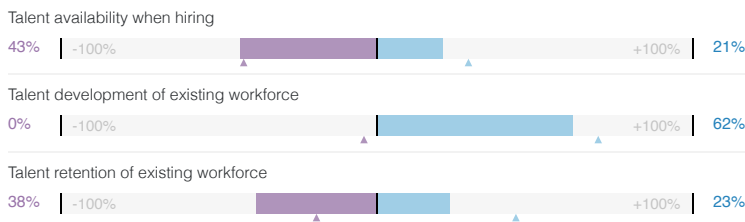


Talent availability outlook

Talent trend

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

Improving Global average Worsening Global average

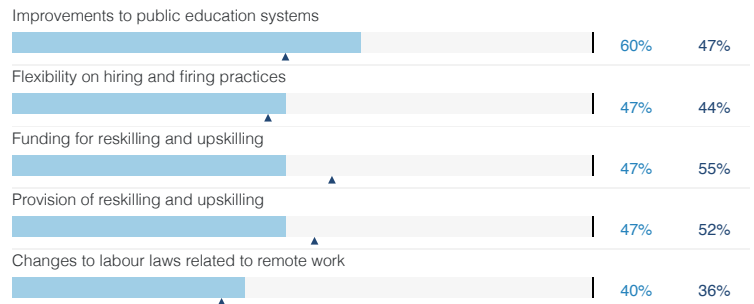


Public policy

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

73 | Global 39

Pay equity reviews and salary audits

60 | Global 51

Run comprehensive DEI training for managers and staff

53 | Global 33

Anti-harrasment protocols

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

71 | Global 69

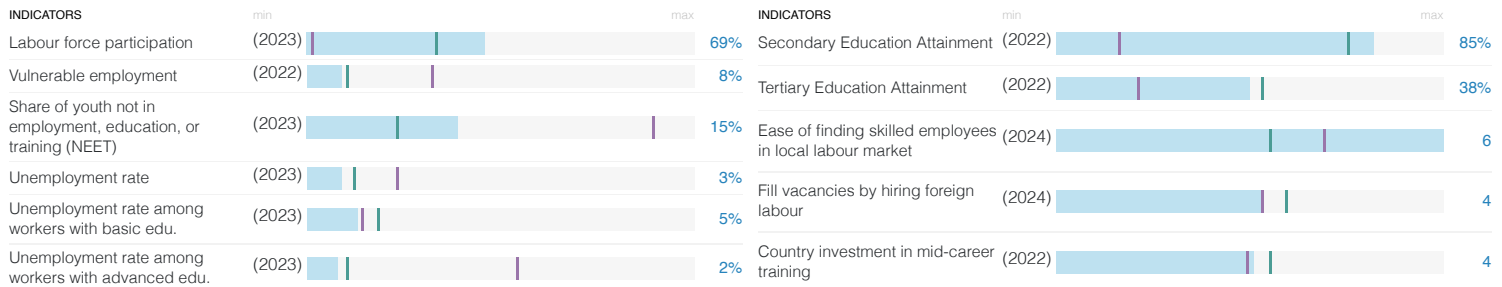
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

71 | 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

20% | Global 22%

Labour-market churn

Five-year structural labour-force churn

43% | Global 39%

Skill disruption

Shares of core skills which will change

86% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

96% | Global 88%

AI exposure

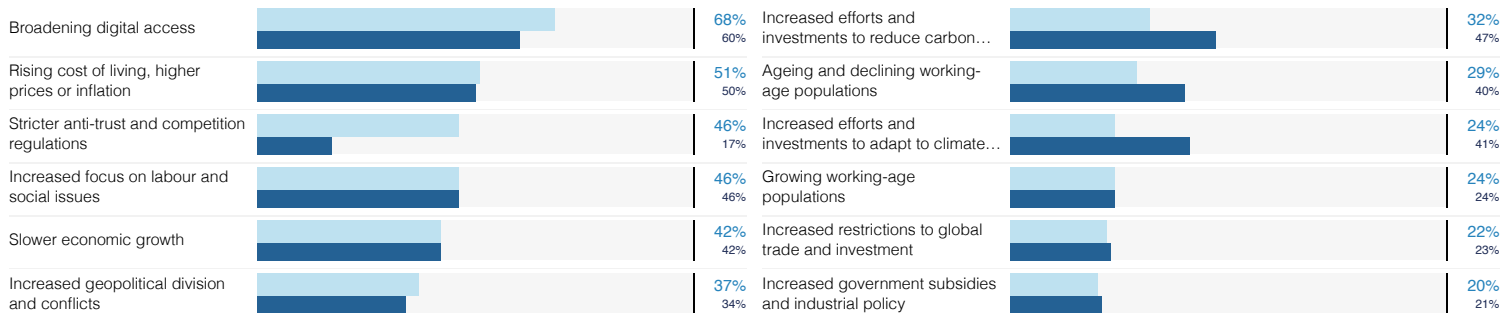
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

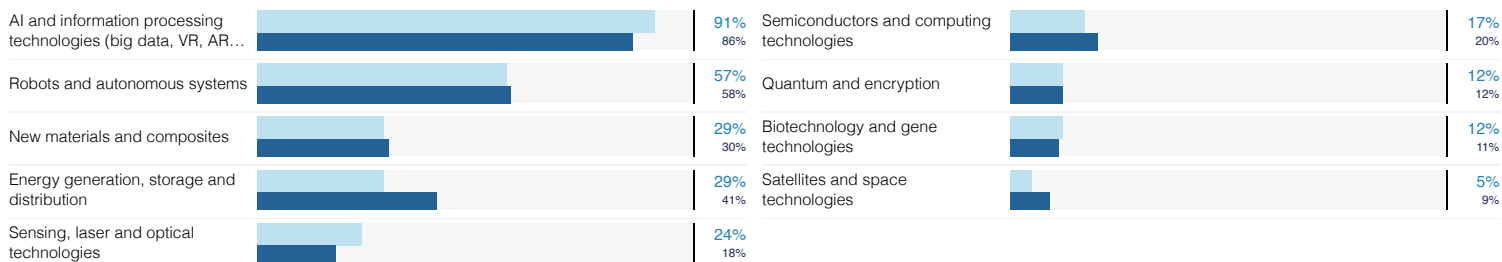


Technology trends

Technology trends driving business transformation

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

Economy Global

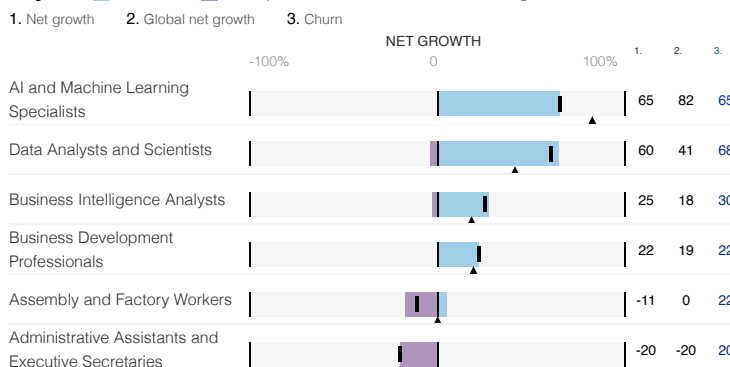


Jobs outlook

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

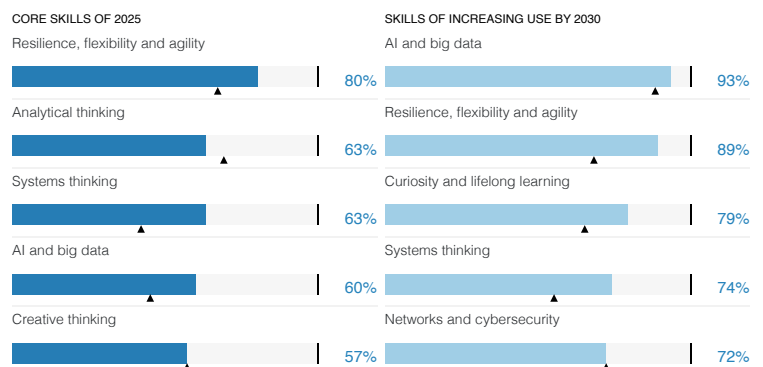


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Israel

5.5

Upskilling and reskilling outlook

44 | Global 41

Would not need training by 2030

26 | Global 29

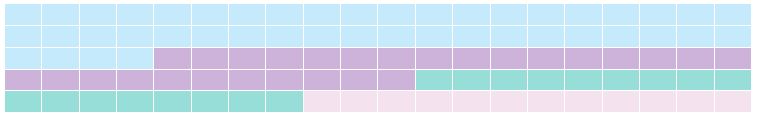
Would be upskilled in their current role

17 | 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

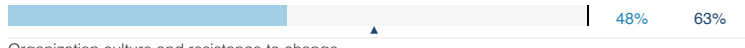
Transformation barriers

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

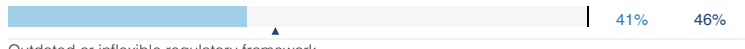
Economy Global

ECONOMY GLOBAL

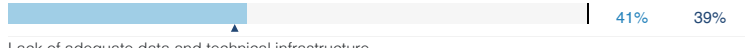
Skills gaps in the labour market



Organization culture and resistance to change



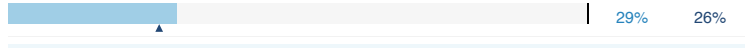
Outdated or inflexible regulatory framework



Lack of adequate data and technical infrastructure



Shortage of investment capital



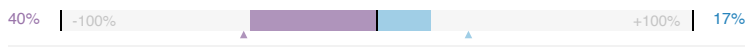
Talent availability outlook

Talent trend

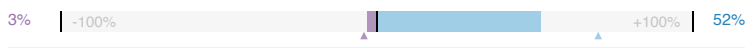
Share of respondents who expect their talent availability to improve or worsen in five years

Improving Global average Worsening Global average

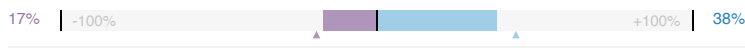
Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Public policy

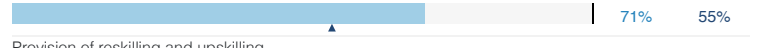
Public policies to improve talent availability

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

Economy Global

ECONOMY GLOBAL

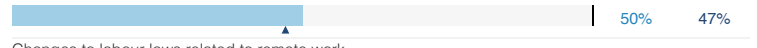
Funding for reskilling and upskilling



Provision of reskilling and upskilling



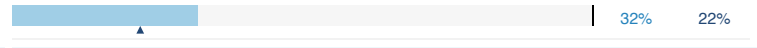
Improvements to public education systems



Changes to labour laws related to remote work



Improved transport infrastructure and services



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

66 | Global 48

Targeted recruitment, retention and progression initiatives

59 | Global 51

Run comprehensive DEI training for managers and staff

48 | 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

96 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

80 | Global 69

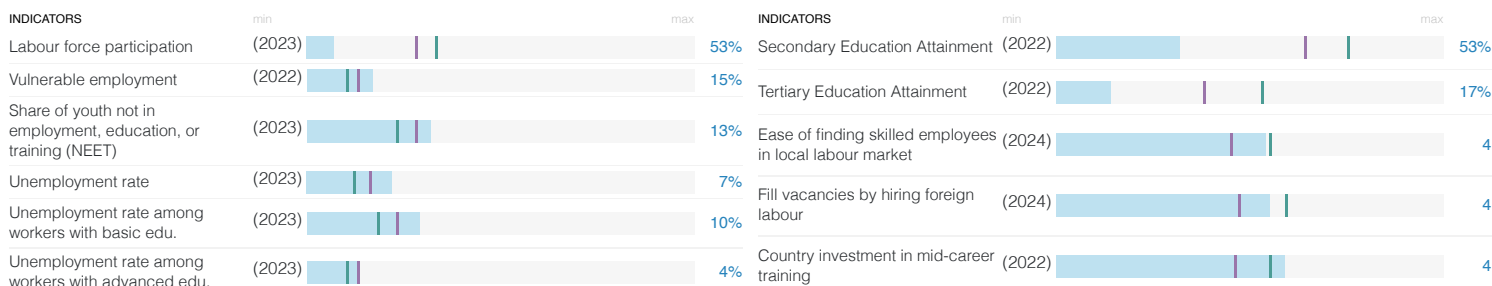
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

80 | 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

18% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

88% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

96% | 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

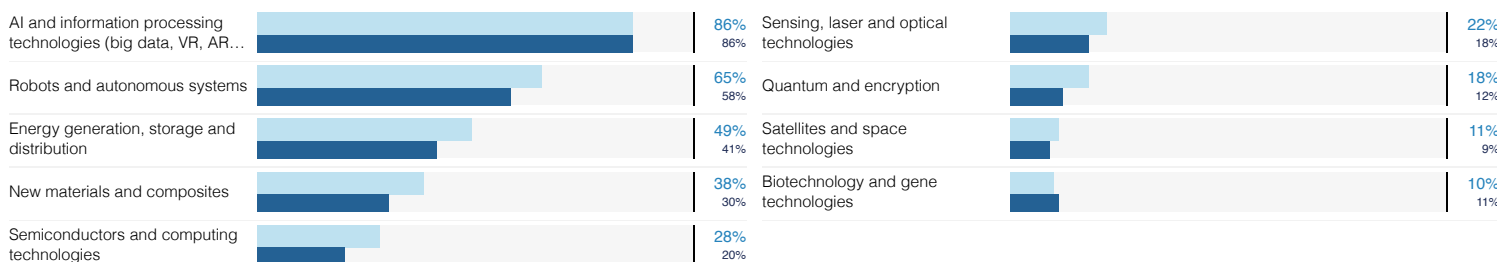


Technology trends

Technology trends driving business transformation

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

Economy Global

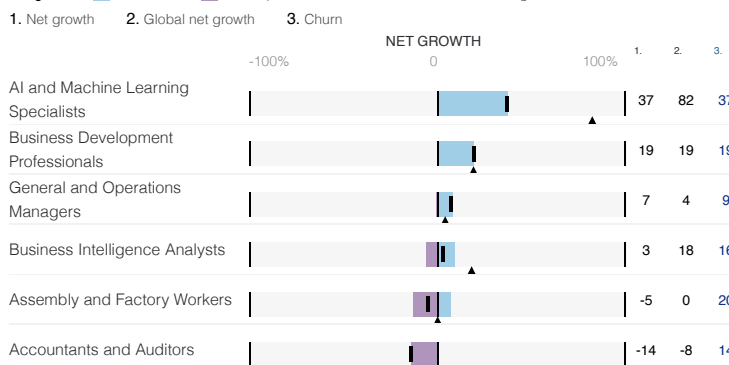


Jobs outlook

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

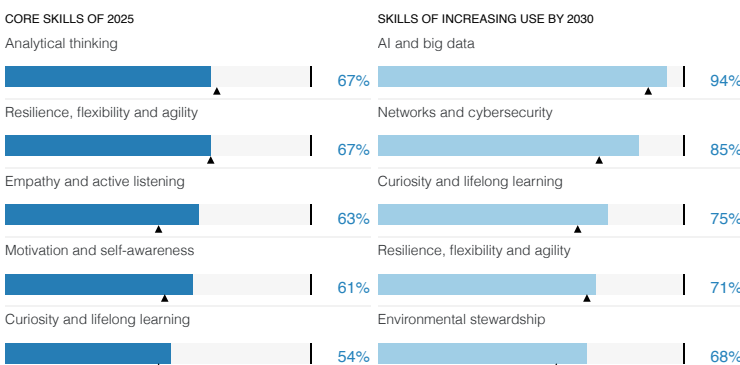


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Italy

45.4

Upskilling and reskilling outlook

39 | Global 41

Would not need training by 2030

27 | Global 29

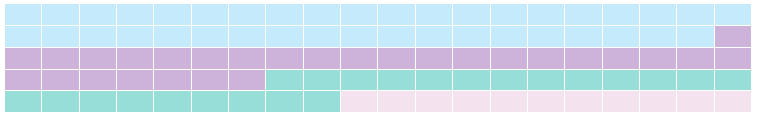
Would be upskilled in their current role

22 | 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

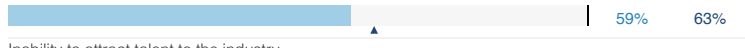
Transformation barriers

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

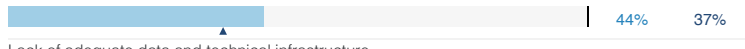
Economy Global

ECONOMY GLOBAL

Skills gaps in the labour market



Inability to attract talent to the industry



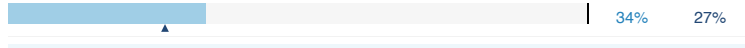
Lack of adequate data and technical infrastructure



Organization culture and resistance to change



Inability to attract talent to my firm



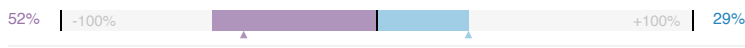
Talent availability outlook

Talent trend

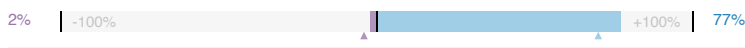
Share of respondents who expect their talent availability to improve or worsen in five years

Improving Global average Worsening Global average

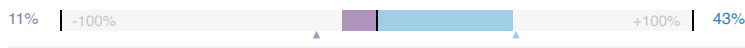
Talent availability when hiring



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

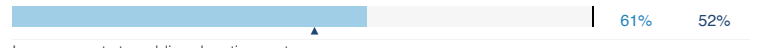
Economy Global

ECONOMY GLOBAL

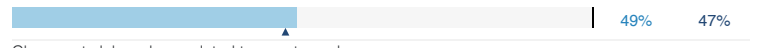
Funding for reskilling and upskilling



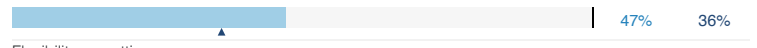
Provision of reskilling and upskilling



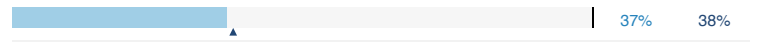
Improvements to public education systems



Changes to labour laws related to remote work



Flexibility on setting wages



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

57 | Global 51

Run comprehensive DEI training for managers and staff

53 | Global 48

Targeted recruitment, retention and progression initiatives

47 | Global 33

Anti-harrasment protocols

AI Strategy

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

83 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

75 | Global 69

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

66 | Global 62

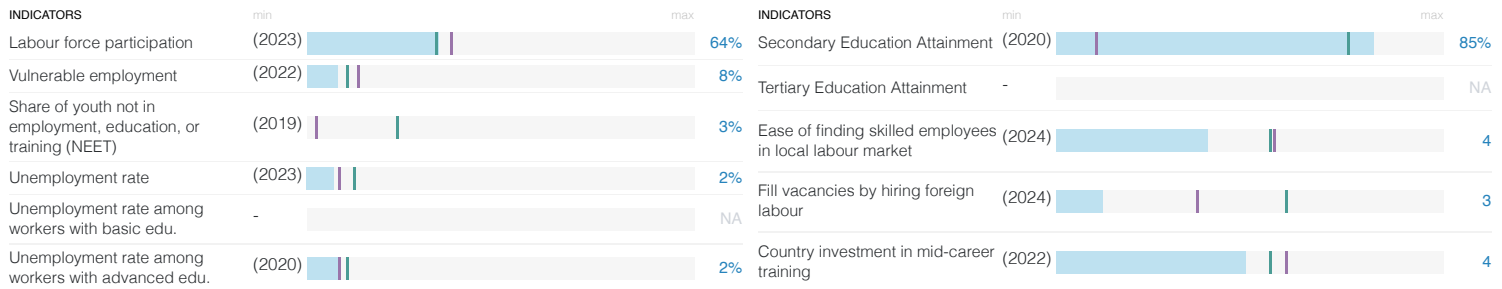
Hiring new people with skills to better work alongside AI

Japan

98.4

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

22% | Global 22%

Labour-market churn

Five-year structural labour-force churn

34% | Global 39%

Skill disruption

Shares of core skills which will change

96% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

90% | Global 88%

AI exposure

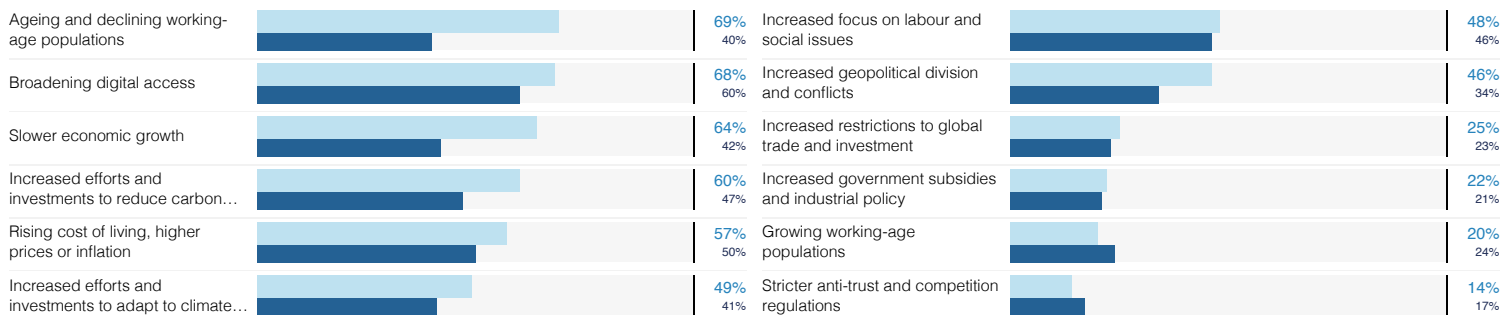
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

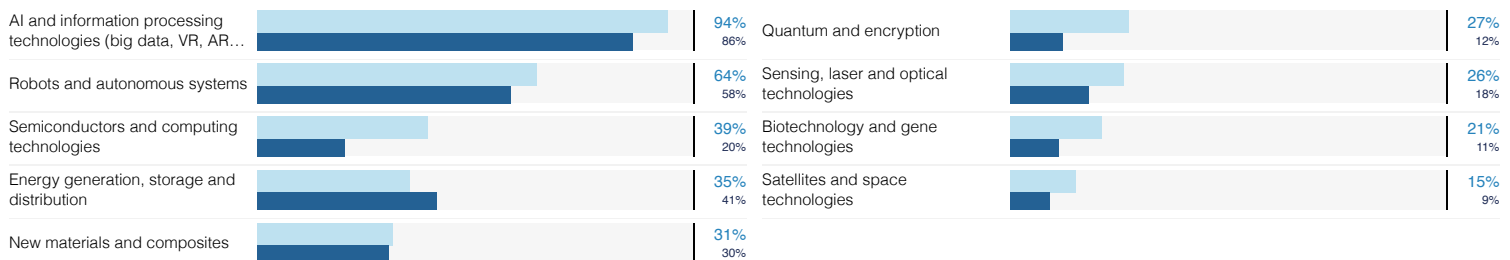


Technology trends

Technology trends driving business transformation

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

Economy Global

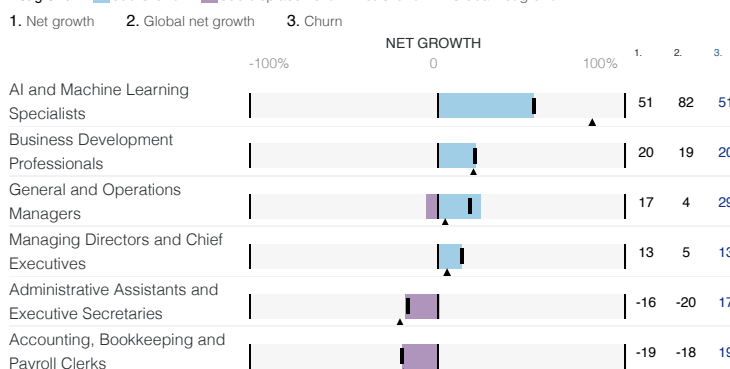


Jobs outlook

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

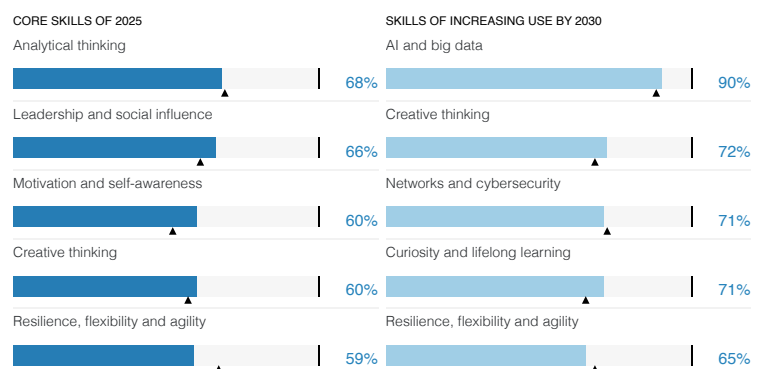


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Japan

98.4

Upskilling and reskilling outlook

39 | Global 41

Would not need training by 2030

27 | Global 29

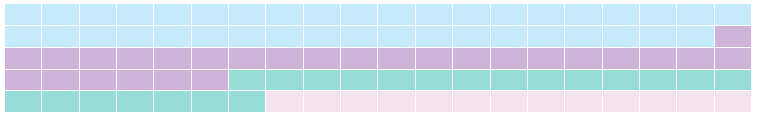
Would be upskilled in their current role

21 | Global 19

Would be upskilled and redeployed

13 | 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



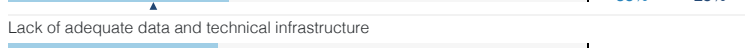
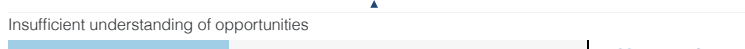
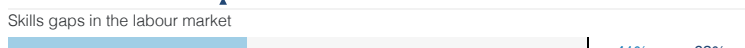
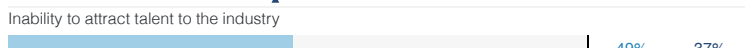
Key barriers for business transformation

Transformation barriers

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

Economy Global

ECONOMY GLOBAL



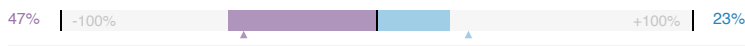
Talent availability outlook

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



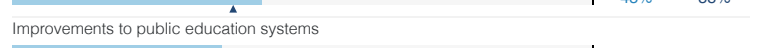
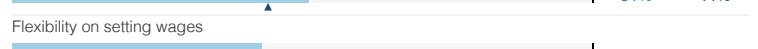
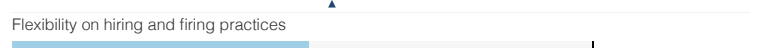
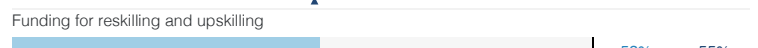
Public policy

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



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

65 | Global 51

Run comprehensive DEI training for managers and staff

45 | Global 42

Set DEI goals, targets or quotas

45 | 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

88 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

68 | Global 69

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

68 | Global 62

Hiring new people with skills to better work alongside AI

Kazakhstan

N/A

Contextual indicators

Regional average Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	-		NA	Secondary Education Attainment (2019)	94%
Vulnerable employment (2022)			24%	Tertiary Education Attainment	NA
Share of youth not in employment, education, or training (NEET)	-		NA	Ease of finding skilled employees in local labour market (2024)	4
Unemployment rate (2022)			5%	Fill vacancies by hiring foreign labour (2024)	4
Unemployment rate among workers with basic edu.	-		NA	Country investment in mid-career training (2022)	3
Unemployment rate among workers with advanced edu.	-		NA		

Jobs and Skills outlook

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

40% | Global 39%

Skill disruption

Shares of core skills which will change

69% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

63% | 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

Broadening digital access		58% 60%	Increased geopolitical division and conflicts		29% 34%
Rising cost of living, higher prices or inflation		49% 50%	Increased restrictions to global trade and investment		25% 23%
Slower economic growth		35% 42%	Growing working-age populations		25% 24%
Increased focus on labour and social issues		31% 46%	Increased efforts and investments to adapt to climate...		21% 41%
Increased government subsidies and industrial policy		30% 21%	Stricter anti-trust and competition regulations		21% 17%
Increased efforts and investments to reduce carbon...		29% 47%	Ageing and declining working-age populations		20% 40%

Technology trends

Technology trends driving business transformation

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

Economy Global

AI and information processing technologies (big data, VR, AR...)		65% 86%	Sensing, laser and optical technologies		11% 18%
Energy generation, storage and distribution		54% 41%	Satellites and space technologies		10% 9%
Robots and autonomous systems		44% 58%	Quantum and encryption		8% 12%
New materials and composites		37% 30%	Biotechnology and gene technologies		8% 11%
Semiconductors and computing technologies		15% 20%			

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

1. Net growth 2. Global net growth 3. Churn

	NET GROWTH	1.	2.	3.
AI and Machine Learning Specialists		39	82	39
Energy Engineers		9	18	10
Accountants and Auditors		6	-8	21
Lawyers		-5	2	11
Accounting, Bookkeeping and Payroll Clerks		-14	-18	15
Administrative Assistants and Executive Secretaries		-14	-20	15

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global

CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030
Analytical thinking	AI and big data
Resilience, flexibility and agility	Networks and cybersecurity
Leadership and social influence	Multi-lingualism
Creative thinking	Environmental stewardship
Motivation and self-awareness	Technological literacy