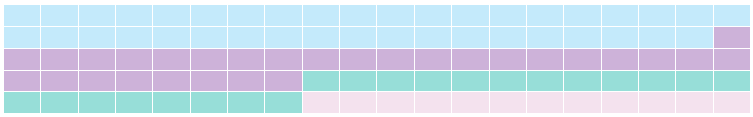
Belgium

8.3

Upskilling and reskilling outlook

39	29	20	12
Global 41	Global 29	Global 19	Global 11
Would not need training by 2030	Would be upskilled in their current role	Would be upskilled and redeployed	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

51% 27% 22%

48% 30% 22%

2030

33% 30% 37%

33% 33% 34%

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
Provision of reskilling and upskilling	59%	52%
Funding for reskilling and upskilling	56%	55%
Improvements to public education systems	52%	47%
Changes to labour laws related to remote work	44%	36%
Flexibility on setting wages	44%	38%

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	58%	63%
Organization culture and resistance to change	49%	46%
Inability to attract talent to the industry	44%	37%
Insufficient understanding of opportunities	38%	25%
Outdated or inflexible regulatory framework	38%	39%

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

49% 44% 7%

52% 41% 8%

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

50% -100% +100% 21%

Talent development of existing workforce

7% -100% +100% 63%

Talent retention of existing workforce

37% -100% +100% 37%

DEI Actions

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

64	61	57
Global 48	Global 51	Global 42
Targeted recruitment, retention and progression initiatives	Run comprehensive DEI training for managers and staff	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

89	70	70
Global 77	Global 69	Global 62
Reskilling and upskilling your existing workforce to better work alongside AI	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills to better work alongside AI

Brazil

140.5

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max
Labour force participation	(2023)	65%
Vulnerable employment	(2022)	28%
Share of youth not in employment, education, or training (NEET)	(2023)	21%
Unemployment rate	(2023)	6%
Unemployment rate among workers with basic edu.	(2023)	7%
Unemployment rate among workers with advanced edu.	(2023)	4%

INDICATORS	min	max
Secondary Education Attainment	(2023)	60%
Tertiary Education Attainment	(2023)	22%
Ease of finding skilled employees in local labour market	(2024)	4
Fill vacancies by hiring foreign labour	(2024)	3
Country investment in mid-career training	(2022)	3

Jobs and Skills outlook

24% | Global 22%
Labour-market churn
Five-year structural labour-force churn

37% | Global 39%
Skill disruption
Shares of core skills which will change

92% | 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

	Economy	Global
Broadening digital access	59%	60%
Increased efforts and investments to reduce carbon…	53%	47%
Increased efforts and investments to adapt to climate…	49%	41%
Rising cost of living, higher prices or inflation	49%	50%
Slower economic growth	48%	42%
Increased focus on labour and social issues	47%	46%
Ageing and declining working-age populations	41%	40%
Increased geopolitical division and conflicts	37%	34%
Growing working-age populations	28%	24%
Increased government subsidies and industrial policy	23%	21%
Stricter anti-trust and competition regulations	23%	17%
Increased restrictions to global trade and investment	21%	23%

Technology trends

Technology trends driving business transformation

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

Economy | Global

	Economy	Global
AI and information processing technologies (big data, VR, AR…	92%	86%
Robots and autonomous systems	64%	58%
Energy generation, storage and distribution	42%	41%
New materials and composites	37%	30%
Sensing, laser and optical technologies	27%	18%
Semiconductors and computing technologies	26%	20%
Biotechnology and gene technologies	19%	11%
Satellites and space technologies	14%	9%
Quantum and encryption	14%	12%

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

	-100% … 0 … 100%	1.	2.	3.
AI and Machine Learning Specialists		64	82	64
Data Analysts and Scientists		46	41	46
Business Development Professionals		16	19	16
General and Operations Managers		-2	4	12
Assembly and Factory Workers		-4	0	17
Administrative Assistants and Executive Secretaries		-22	-20	23

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy | ▲ Global

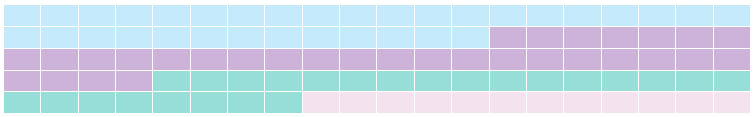
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Resilience, flexibility and agility	80%	AI and big data	93%
Analytical thinking	70%	Creative thinking	71%
Leadership and social influence	67%	Technological literacy	69%
Creative thinking	64%	Curiosity and lifelong learning	65%
Curiosity and lifelong learning	63%	Networks and cybersecurity	64%

Brazil

140.5

Upskilling and reskilling outlook

33	31	24	12
Global 41	Global 29	Global 19	Global 11
Would not need training by 2030	Would be upskilled in their current role	Would be upskilled and redeployed	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

47% 34% 19%

48% 30% 22%

2030

33% 35% 32%

33% 33% 34%

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
Flexibility on hiring and firing practices	57%	44%
Improvements to public education systems	52%	47%
Funding for reskilling and upskilling	49%	55%
Provision of reskilling and upskilling	49%	52%
Flexibility on setting wages	31%	38%

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	59%	63%
Organization culture and resistance to change	45%	46%
Outdated or inflexible regulatory framework	38%	39%
Lack of adequate data and technical infrastructure	32%	32%
Inability to attract talent to the industry	31%	37%

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

34% 57% 8%

52% 41% 8%

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

48% -100% +100% 23%

Talent development of existing workforce

4% -100% +100% 75%

Talent retention of existing workforce

24% -100% +100% 45%

DEI Actions

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

68	59	54
Global 51	Global 48	Global 42
Run comprehensive DEI training for managers and staff	Targeted recruitment, retention and progression initiatives	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

91	73	71
Global 77	Global 69	Global 62
Reskilling and upskilling your existing workforce to better work alongside AI	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills to better work alongside AI

Canada

27.9

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max
Labour force participation	(2023)	66%
Vulnerable employment	(2022)	10%
Share of youth not in employment, education, or training (NEET)	(2023)	12%
Unemployment rate	(2023)	5%
Unemployment rate among workers with basic edu.	(2023)	8%
Unemployment rate among workers with advanced edu.	(2023)	4%

INDICATORS	min	max
Secondary Education Attainment	(2023)	90%
Tertiary Education Attainment	(2023)	68%
Ease of finding skilled employees in local labour market	(2024)	5
Fill vacancies by hiring foreign labour	(2024)	5
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

22% | Global 22%
Labour-market churn
Five-year structural labour-force churn

37% | Global 39%
Skill disruption
Shares of core skills which will change

96% | Global 83%
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

Economy | Global

	Economy	Global
Broadening digital access	70%	60%
Increased geopolitical division and conflicts	58%	34%
Increased efforts and investments to reduce carbon…	54%	47%
Increased efforts and investments to adapt to climate…	52%	41%
Slower economic growth	52%	42%
Rising cost of living, higher prices or inflation	47%	50%
Ageing and declining working-age populations	42%	40%
Increased focus on labour and social issues	41%	46%
Growing working-age populations	30%	24%
Increased restrictions to global trade and investment	27%	23%
Increased government subsidies and industrial policy	16%	21%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

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

Economy | Global

	Economy	Global
AI and information processing technologies (big data, VR, AR…	97%	86%
Robots and autonomous systems	54%	58%
Energy generation, storage and distribution	40%	41%
New materials and composites	24%	30%
Semiconductors and computing technologies	21%	20%
Sensing, laser and optical technologies	17%	18%
Quantum and encryption	14%	12%
Biotechnology and gene technologies	11%	11%
Satellites and space technologies	6%	9%

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 (-100% … 0 … 100%)	1.	2.	3.
AI and Machine Learning Specialists		103	82	103
Data Analysts and Scientists		36	41	37
Lawyers		3	2	10
Managing Directors and Chief Executives		-2	5	3
Business Services and Administration Managers		-4	-7	15
Accountants and Auditors		-6	-8	10

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy | ▲ Global

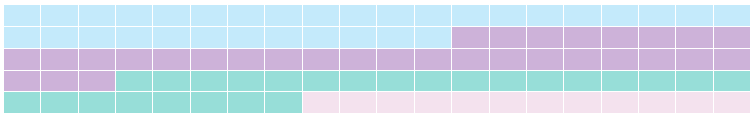
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Resilience, flexibility and agility	77%	AI and big data	90%
Analytical thinking	76%	Networks and cybersecurity	76%
Leadership and social influence	68%	Technological literacy	75%
Technological literacy	66%	Curiosity and lifelong learning	71%
Creative thinking	64%	Resilience, flexibility and agility	70%

Canada

Working Age Population (Millions) 27.9

Upskilling and reskilling outlook

32	Global 41	31	Global 29	25	Global 19	12	Global 11
Would not need training by 2030		Would be upskilled in their current role		Would be upskilled and redeployed		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

	Human	Global	Combination	Global	Technology	Global
Now	48%	48%	33%	30%	20%	22%
2030	29%	33%	38%	33%	33%	34%

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
Provision of reskilling and upskilling	54%	52%
Funding for reskilling and upskilling	48%	55%
Flexibility on hiring and firing practices	46%	44%
Improvements to public education systems	42%	47%
Changes to immigration laws	40%	26%

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	63%	63%
Organization culture and resistance to change	41%	46%
Inability to attract talent to the industry	37%	37%
Lack of adequate data and technical infrastructure	34%	32%
Insufficient understanding of opportunities	27%	25%

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

	Growing	Global	Similar	Global	Declining	Global
	46%	52%	42%	41%	12%	8%

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

	Improving	Global average	Worsening	Global average
Talent availability when hiring	34%	-100%	+100%	26%
Talent development of existing workforce	2%	-100%	+100%	64%
Talent retention of existing workforce	18%	-100%	+100%	32%

DEI Actions

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

74	Global 51	62	Global 48	58	Global 42
Run comprehensive DEI training for managers and staff		Targeted recruitment, retention and progression initiatives		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

90	Global 77	78	Global 69	71	Global 62
Reskilling and upskilling your existing workforce to better work alongside AI		Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills		Hiring new people with skills to better work alongside AI	

China

Working Age Population (Millions)

1008.8

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max
Labour force participation	-	NA
Vulnerable employment	(2022)	42%
Share of youth not in employment, education, or training (NEET)	-	NA
Unemployment rate	-	NA
Unemployment rate among workers with basic edu.	-	NA
Unemployment rate among workers with advanced edu.	-	NA

INDICATORS	min	max
Secondary Education Attainment	(2020)	32%
Tertiary Education Attainment	(2020)	16%
Ease of finding skilled employees in local labour market	(2022)	5
Fill vacancies by hiring foreign labour	(2022)	4
Country investment in mid-career training	(2022)	5

Jobs and Skills outlook

18% | Global 22%
Labour-market churn
Five-year structural labour-force churn

33% | Global 39%
Skill disruption
Shares of core skills which will change

92% | Global 83%
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

Economy | Global

	Economy	Global
Increased efforts and investments to reduce carbon…	64%	47%
Broadening digital access	62%	60%
Increased efforts and investments to adapt to climate…	56%	41%
Increased geopolitical division and conflicts	56%	34%
Rising cost of living, higher prices or inflation	50%	50%
Slower economic growth	47%	42%
Ageing and declining working-age populations	47%	40%
Increased focus on labour and social issues	33%	46%
Increased restrictions to global trade and investment	32%	23%
Increased government subsidies and industrial policy	23%	21%
Growing working-age populations	22%	24%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

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

Economy | Global

	Economy	Global
AI and information processing technologies (big data, VR, AR…	90%	86%
Robots and autonomous systems	65%	58%
Energy generation, storage and distribution	47%	41%
New materials and composites	43%	30%
Semiconductors and computing technologies	32%	20%
Sensing, laser and optical technologies	23%	18%
Biotechnology and gene technologies	19%	11%
Quantum and encryption	17%	12%
Satellites and space technologies	7%	9%

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

	-100% … 0 … 100%	1.	2.	3.
AI and Machine Learning Specialists		208	82	208
Data Analysts and Scientists		46	41	46
Business Development Professionals		15	19	15
General and Operations Managers		-3	4	8
Assembly and Factory Workers		-4	0	18
Administrative Assistants and Executive Secretaries		-18	-20	19

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy | ▲ Global

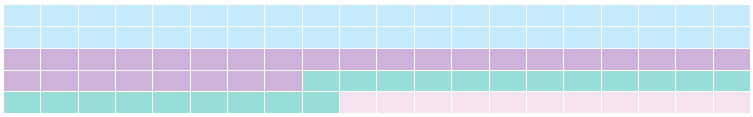
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	76%	AI and big data	88%
Resilience, flexibility and agility	68%	Networks and cybersecurity	68%
Leadership and social influence	63%	Creative thinking	66%
Creative thinking	62%	Technological literacy	62%
Motivation and self-awareness	58%	Resilience, flexibility and agility	61%

China

1008.8

Upskilling and reskilling outlook

40	28	21	11
Global 41	Global 29	Global 19	Global 11
Would not need training by 2030	Would be upskilled in their current role	Would be upskilled and redeployed	Would be unlikely to upskill



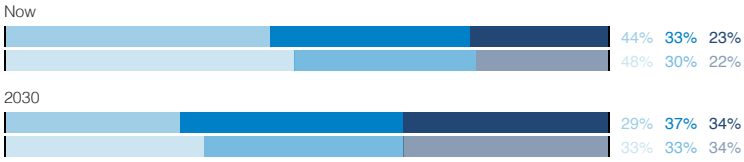
Human-machine frontier

Human-machine frontier

% of tasks completed by predominantly people, predominantly technology, or a combination of both

Human | Global | Combination | Global | Technology | Global

ALL TASKS

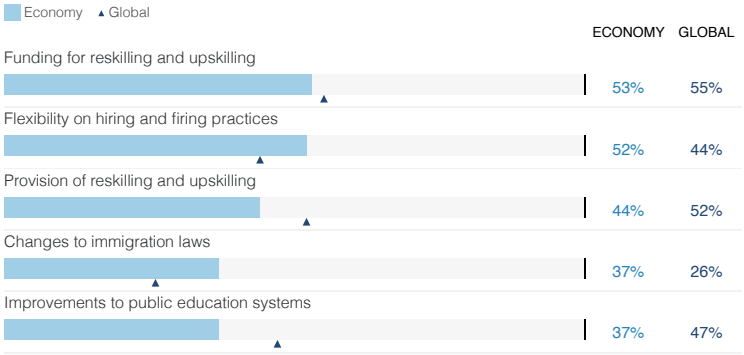


Public policy

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

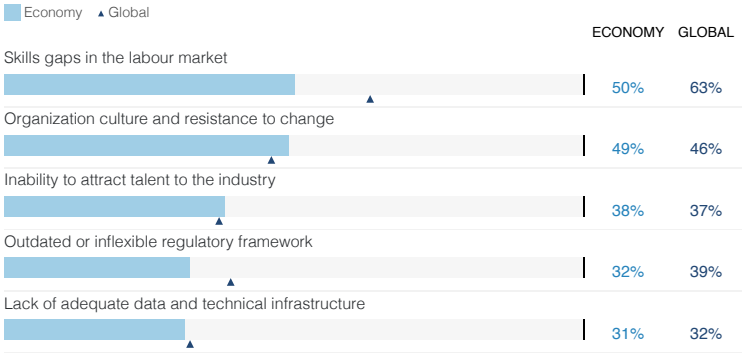


Key barriers for business transformation

Transformation barriers

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

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

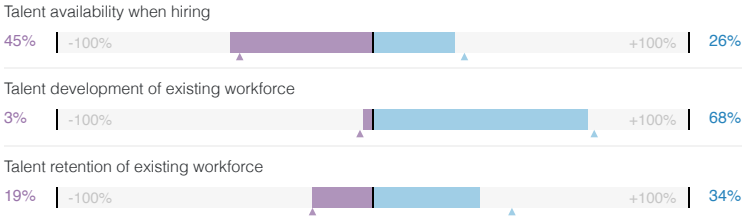
Growing | Global | Similar | Global | Declining | Global

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



DEI Actions

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

55	50	47
Global 51	Global 42	Global 48
Run comprehensive DEI training for managers and staff	Set DEI goals, targets or quotas	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

87	65	65
Global 77	Global 69	Global 49
Reskilling and upskilling your existing workforce to better work alongside AI	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Re-orienting your organization to target new business opportunities created by AI

Colombia

31.5

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	
Labour force participation	(2023)		69%
Vulnerable employment	(2022)		44%
Share of youth not in employment, education, or training (NEET)	(2023)		23%
Unemployment rate	(2023)		8%
Unemployment rate among workers with basic edu.	(2023)		8%
Unemployment rate among workers with advanced edu.	(2023)		8%

INDICATORS	min	max	
Secondary Education Attainment	(2023)		57%
Tertiary Education Attainment	(2023)		27%
Ease of finding skilled employees in local labour market	(2024)		5
Fill vacancies by hiring foreign labour	(2024)		4
Country investment in mid-career training	(2022)		3

Jobs and Skills outlook

14% | Global 22%
Labour-market churn
Five-year structural labour-force churn

44% | 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

	Economy	Global
Broadening digital access	61%	60%
Increased efforts and investments to reduce carbon…	48%	47%
Increased focus on labour and social issues	44%	46%
Increased efforts and investments to adapt to climate…	35%	41%
Slower economic growth	35%	42%
Increased geopolitical division and conflicts	35%	34%
Ageing and declining working-age populations	35%	40%
Increased restrictions to global trade and investment	26%	23%
Rising cost of living, higher prices or inflation	26%	50%
Increased government subsidies and industrial policy	22%	21%
Growing working-age populations	17%	24%
Stricter anti-trust and competition regulations	17%	17%

Technology trends

Technology trends driving business transformation

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

Economy | Global

	Economy	Global
AI and information processing technologies (big data, VR, AR…	91%	86%
Energy generation, storage and distribution	52%	41%
Robots and autonomous systems	48%	58%
New materials and composites	26%	30%
Semiconductors and computing technologies	13%	20%
Satellites and space technologies	9%	9%
Quantum and encryption	9%	12%
Sensing, laser and optical technologies	9%	18%
Biotechnology and gene technologies	4%	11%

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

	-100% … 0 … 100%	1.	2.	3.
AI and Machine Learning Specialists		27	82	27
Renewable Energy Engineers		22	38	22
Sustainability Specialists		21	33	21
Data Analysts and Scientists		15	41	15
Lawyers		-1	2	7
Administrative Assistants and Executive Secretaries		-24	-20	24

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy | ▲ Global

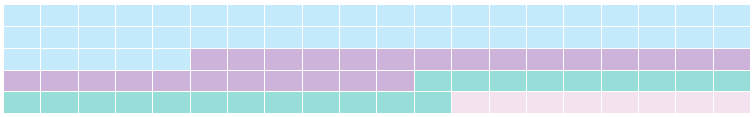
CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Analytical thinking	88%	AI and big data	94%
Resilience, flexibility and agility	81%	Talent management	88%
Leadership and social influence	81%	Leadership and social influence	88%
Creative thinking	75%	Creative thinking	88%
Empathy and active listening	69%	Empathy and active listening	81%

Colombia

31.5

Upskilling and reskilling outlook

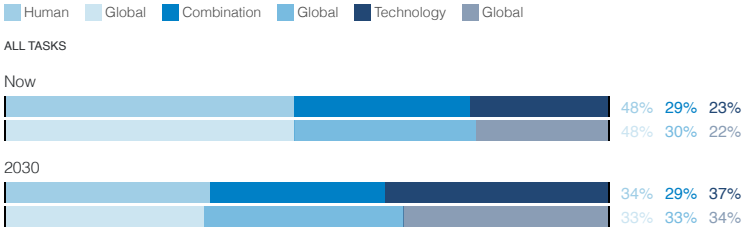
45	26	21	8
Global 41	Global 29	Global 19	Global 11
Would not need training by 2030	Would be upskilled in their current role	Would be upskilled and redeployed	Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

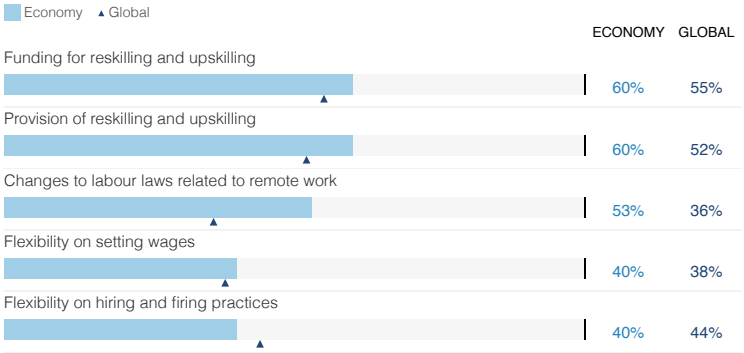
% of tasks completed by predominantly people, predominantly technology, or a combination of both



Public policy

Public policies to improve talent availability

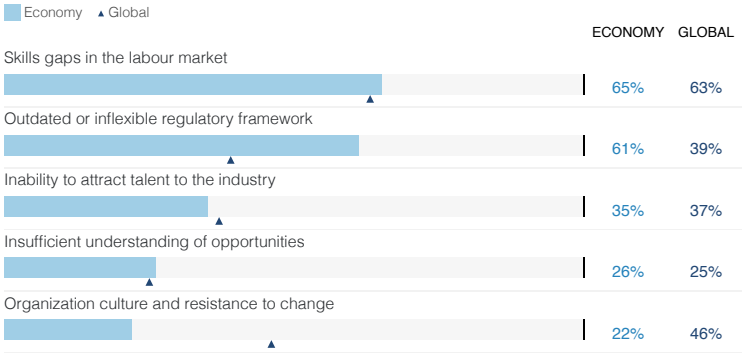
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability



Key barriers for business transformation

Transformation barriers

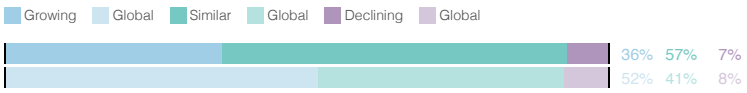
Share of organisations surveyed expecting the barriers will hinder their organisation transformation



Wage outlook

Wage trends

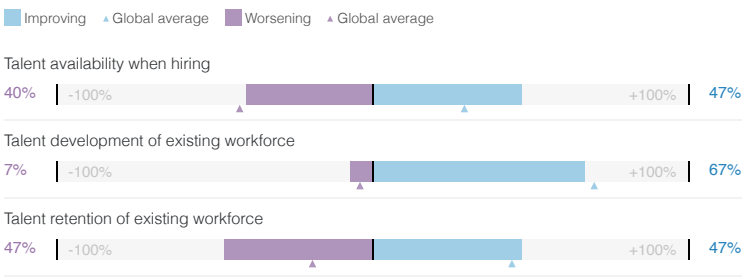
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues



Talent availability outlook

Talent trend

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



DEI Actions

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

60	47	47
Global 51	Global 42	Global 39
Run comprehensive DEI training for managers and staff	Set DEI goals, targets or quotas	Pay equity reviews and salary audits

AI Strategy

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

71	71	71
Global 69	Global 77	Global 49
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Reskilling and upskilling your existing workforce to better work alongside AI	Re-orienting your organization to target new business opportunities created by AI

Czech Republic

7.6

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max
Labour force participation	(2023)	64%
Vulnerable employment	(2022)	14%
Share of youth not in employment, education, or training (NEET)	(2023)	6%
Unemployment rate	(2023)	2%
Unemployment rate among workers with basic edu.	(2023)	4%
Unemployment rate among workers with advanced edu.	(2023)	1%

INDICATORS	min	max
Secondary Education Attainment	(2022)	91%
Tertiary Education Attainment	(2022)	23%
Ease of finding skilled employees in local labour market	(2024)	3
Fill vacancies by hiring foreign labour	(2024)	3
Country investment in mid-career training	(2022)	4

Jobs and Skills outlook

13% | Global 22%
Labour-market churn
Five-year structural labour-force churn

30% | Global 39%
Skill disruption
Shares of core skills which will change

94% | Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities

82% | 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

	Economy	Global
Increased efforts and investments to reduce carbon…	65%	47%
Broadening digital access	61%	60%
Ageing and declining working-age populations	61%	40%
Rising cost of living, higher prices or inflation	48%	50%
Slower economic growth	48%	42%
Increased geopolitical division and conflicts	48%	34%
Increased efforts and investments to adapt to climate…	44%	41%
Increased focus on labour and social issues	39%	46%
Growing working-age populations	30%	24%
Increased government subsidies and industrial policy	17%	21%
Increased restrictions to global trade and investment	17%	23%

Technology trends

Technology trends driving business transformation

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

Economy | Global

	Economy	Global
AI and information processing technologies (big data, VR, AR…	87%	86%
Robots and autonomous systems	65%	58%
Energy generation, storage and distribution	65%	41%
New materials and composites	35%	30%
Semiconductors and computing technologies	26%	20%
Sensing, laser and optical technologies	17%	18%
Satellites and space technologies	4%	9%
Quantum and encryption	4%	12%
Biotechnology and gene technologies	4%	11%

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

	-100% … 0 … 100%	1.	2.	3.
AI and Machine Learning Specialists		63	82	63
Data Engineers		43	36	43
Business Intelligence Analysts		16	18	29
Human Resources Specialists		4	5	4
Assembly and Factory Workers		-13	0	17
Administrative Assistants and Executive Secretaries		-20	-20	20

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	75%	AI and big data	95%
Leadership and social influence	75%	Networks and cybersecurity	78%
Resilience, flexibility and agility	65%	Technological literacy	67%
Creative thinking	60%	Curiosity and lifelong learning	67%
Curiosity and lifelong learning	50%	Systems thinking	61%