

# Oil and Gas

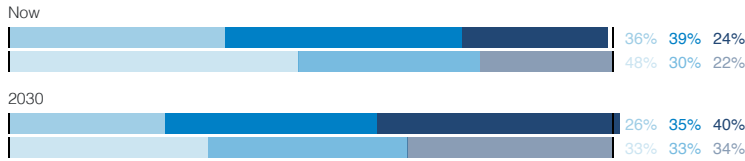
## Human-machine frontier

### Human-machine frontier

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

Human Global Combination Global Technology Global

#### ALL TASKS

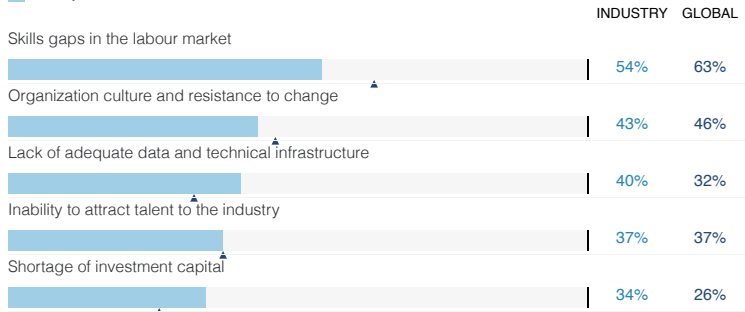


## Key barriers for business transformation

### Transformation barriers

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

Industry Global

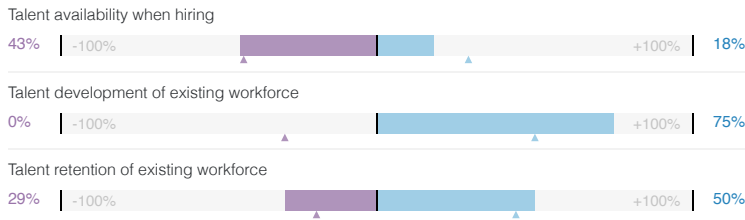


## Talent availability outlook

### Talent trend

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

Improving Global average Worsening Global average

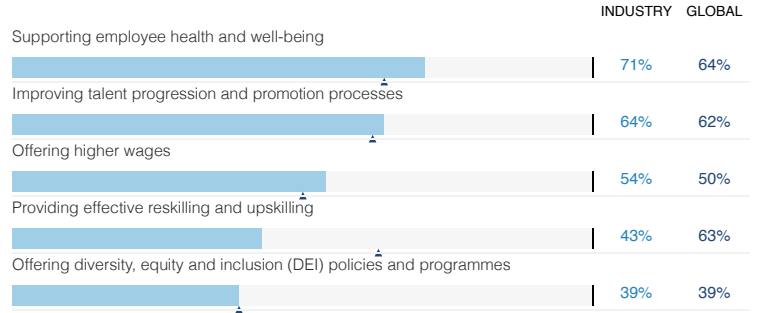


## Business Practice

### Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)

Industry 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

50 | Global 48

Targeted recruitment, retention and progression initiatives

43 | Global 27

Embed DEI goals and solutions across the supply chain

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

64 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

61 | Global 69

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

54 | Global 62

Hiring new people with skills to better work alongside AI

# Production of Consumer goods

**18%** | Global 22%

**Labour-market churn**

Five-year structural labour-force churn

**40%** | Global 39%

**Skill disruption**

Shares of core skills which will change

**82%** | Global 83%

**Organizations with DEI priorities**

Share of organizations with DEI priorities

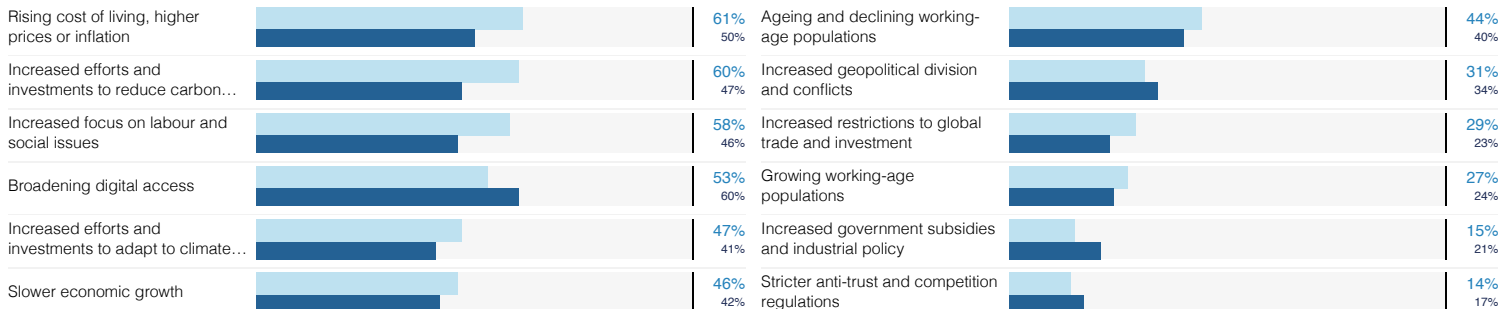
**90%** | Global 88%

**AI exposure**

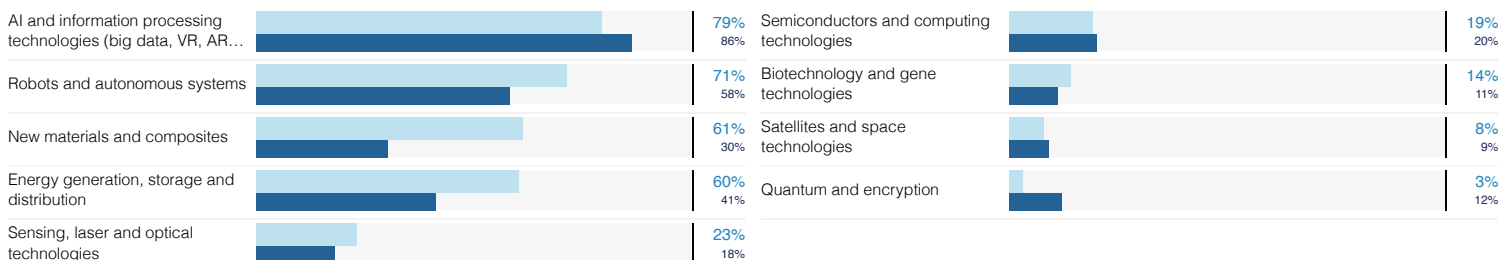
Share of organizations running AI programmes

**Trend outlook**
**Macrotrends driving business transformation**

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

■ Industry ■ Global

**Technology trends**
**Technology trends driving business transformation**

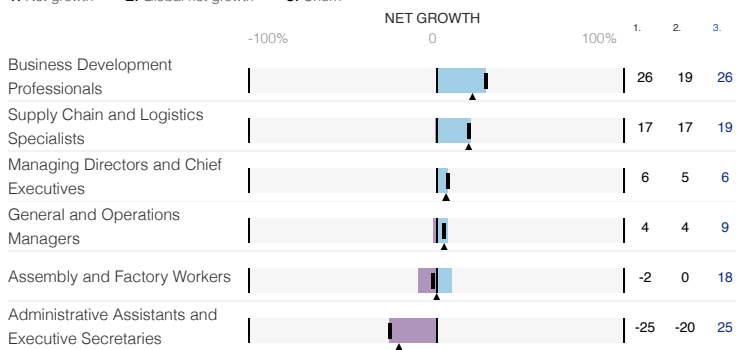
Share of organizations surveyed that identify the technology trend as likely to drive business transformation

■ Industry ■ Global

**Jobs outlook**
**Key roles for business transformation**

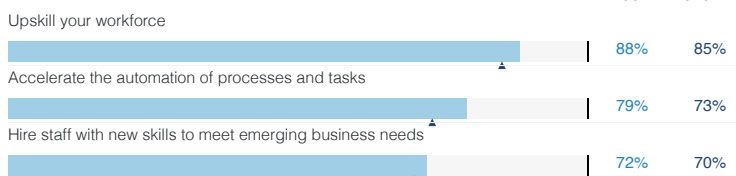
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

**Net growth** ■ Job Growth ■ Job displacement ■ Net Growth ▲ Global net growth

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


**Workforce Strategy outlook**
**Key components of your workforce strategy by 2030**

% surveyed organizations selecting the macrotrend to drive workforce transformation

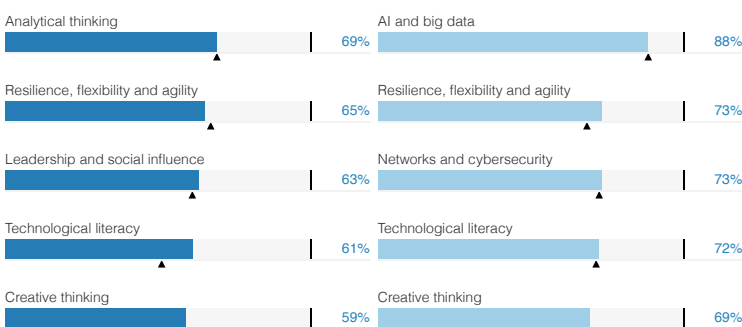
■ Industry ▲ Global

**Skill outlook**
**Skills of increasing use by 2030**

Skills of the most increase in use by 2030

■ Industry ▲ Global

CORE SKILLS OF 2025

SKILLS OF INCREASING USE BY 2030


**Upskilling and reskilling outlook**
**41** | Global 41

Would not need training by 2030

**31** | Global 29

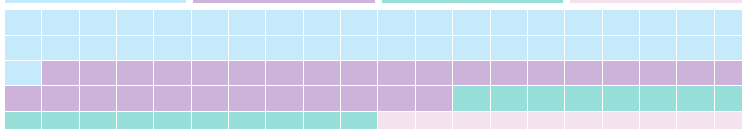
Would be upskilled in their current role

**18** | Global 19

Would be upskilled and redeployed

**10** | Global 11

Would be unlikely to upskill



# Production of Consumer goods

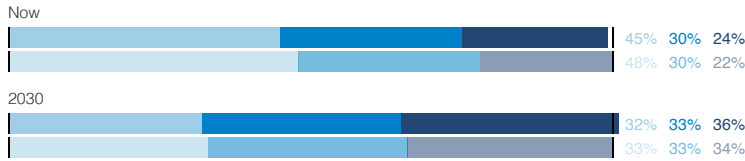
## Human-machine frontier

### Human-machine frontier

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#### ALL TASKS

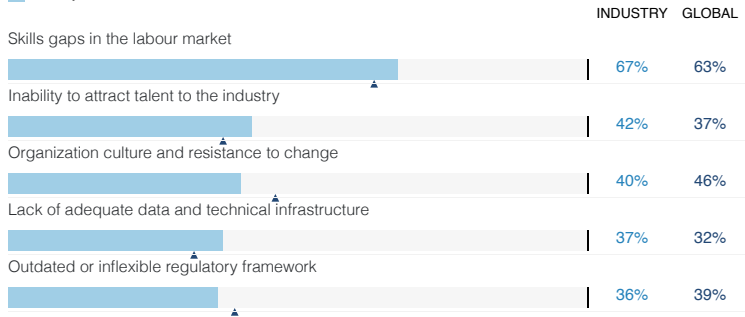


## Key barriers for business transformation

### Transformation barriers

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

Industry Global

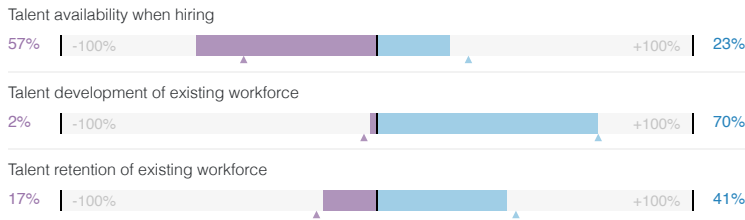


## Talent availability outlook

### Talent trend

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

Improving Global average Worsening Global average

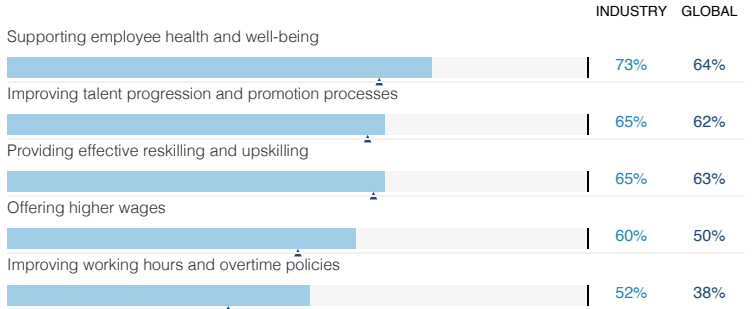


## Business Practice

### Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)

Industry 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

### 1

53 | Global 51

Run comprehensive DEI training for managers and staff

46 | Global 48

Targeted recruitment, retention and progression initiatives

42 | 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

75 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

70 | Global 69

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

55 | Global 62

Hiring new people with skills to better work alongside AI

# Professional services

**19%** | Global 22%**Labour-market churn**

Five-year structural labour-force churn

**41%** | Global 39%**Skill disruption**

Shares of core skills which will change

**90%** | Global 83%**Organizations with DEI priorities**

Share of organizations with DEI priorities

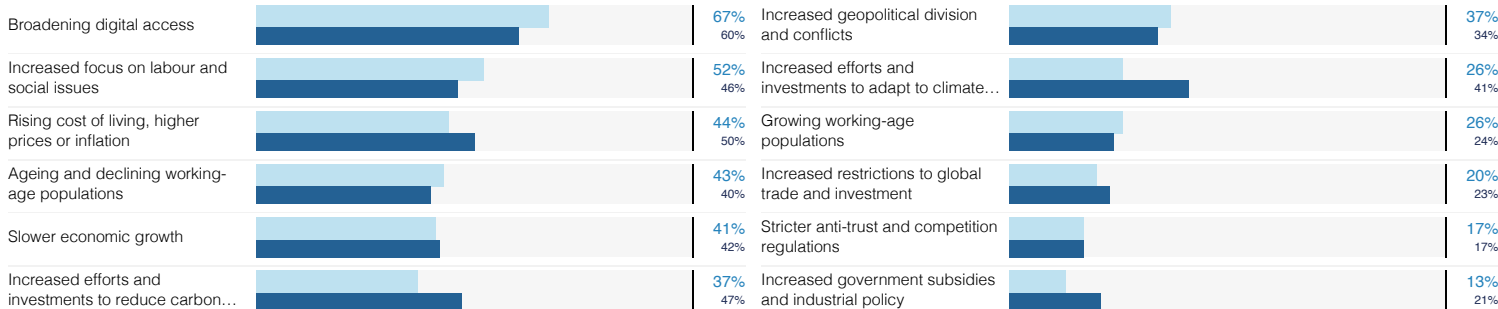
**95%** | Global 88%**AI exposure**

Share of organizations running AI programmes

**Trend outlook****Macrotrends driving business transformation**

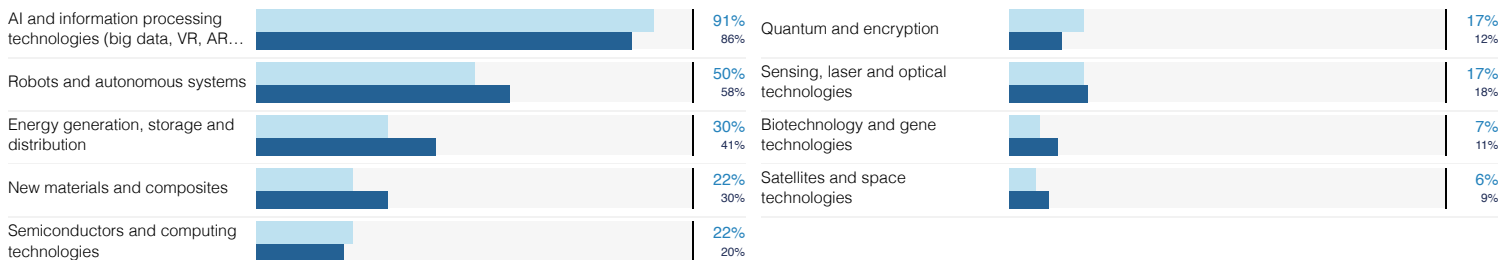
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

■ Industry ■ Global

**Technology trends****Technology trends driving business transformation**

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

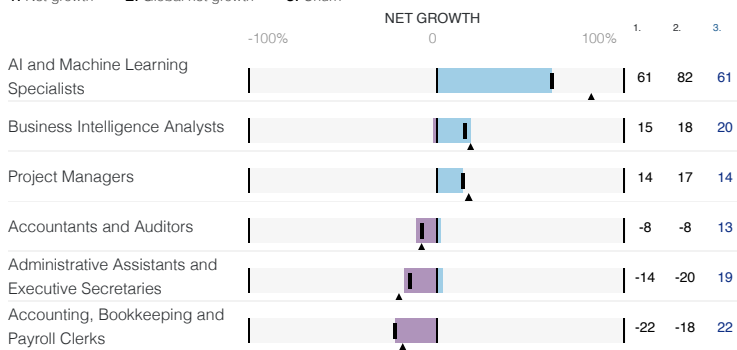
■ Industry ■ Global

**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)

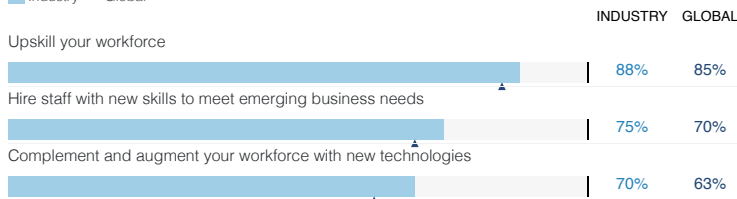
Net growth ■ Job Growth ■ Job displacement ■ Net Growth ▲ Global net growth

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

**Workforce Strategy outlook****Key components of your workforce strategy by 2030**

% surveyed organizations selecting the macrotrend to drive workforce transformation

■ Industry ▲ Global

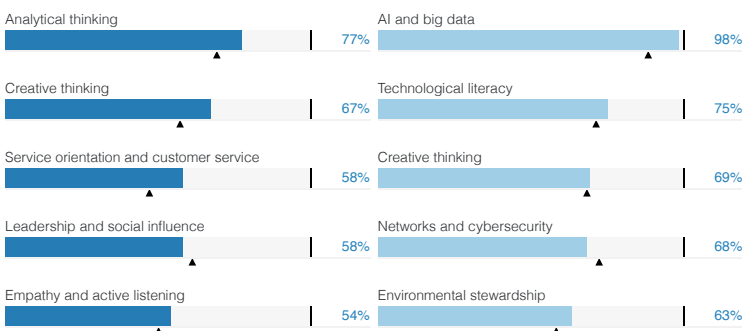
**Skill outlook****Skills of increasing use by 2030**

Skills of the most increase in use by 2030

■ Industry ▲ Global

CORE SKILLS OF 2025

SKILLS OF INCREASING USE BY 2030

**Upskilling and reskilling outlook****42** | Global 41

Would not need training by 2030

**27** | Global 29

Would be upskilled in their current role

**17** | Global 19

Would be upskilled and redeployed

**14** | Global 11

Would be unlikely to upskill

# Professional services

## 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

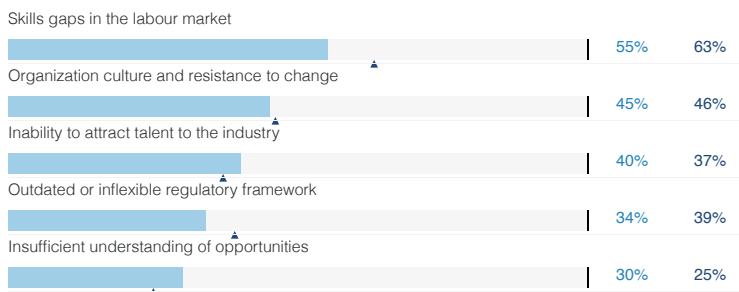


## Key barriers for business transformation

### Transformation barriers

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

Industry Global

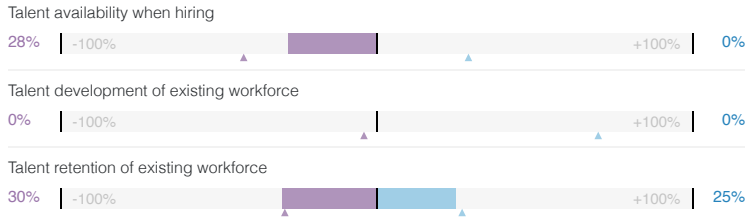


## Talent availability outlook

### Talent trend

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

Improving Global average Worsening Global average

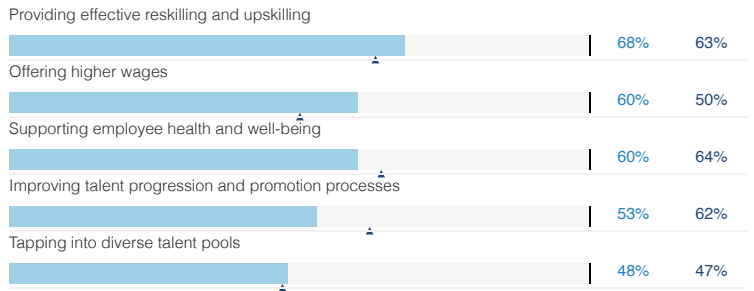


## Business Practice

### Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)

Industry 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

60 | Global 51

Run comprehensive DEI training for managers and staff

53 | Global 42

Set DEI goals, targets or quotas

53 | 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

83 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

78 | Global 69

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

63 | Global 62

Hiring new people with skills to better work alongside AI

## Real Estate

23% | Global 22%

## Labour-market churn

Five-year structural labour-force churn

40% | Global 39%

## Skill disruption

Shares of core skills which will change

95% | Global 83%

## Organizations with DEI priorities

Share of organizations with DEI priorities

90% | Global 88%

## AI exposure

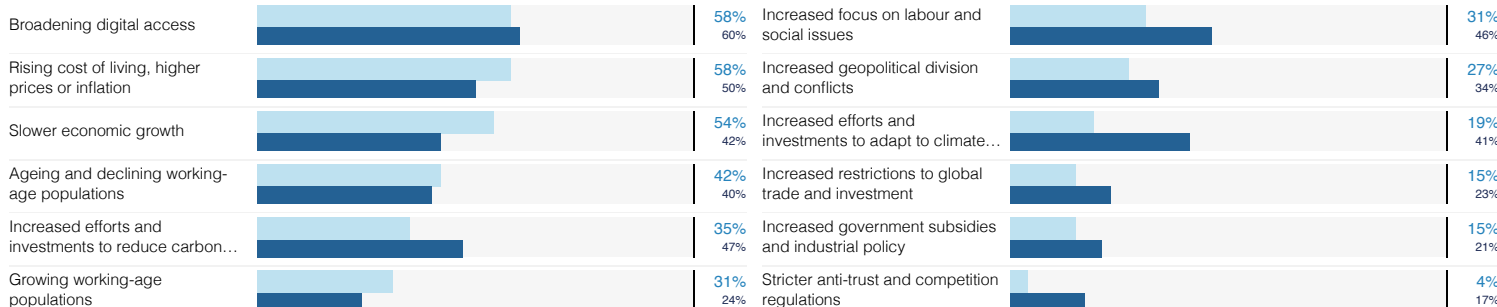
Share of organizations running AI programmes

## Trend outlook

## Macrotrends driving business transformation

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

■ Industry ■ Global

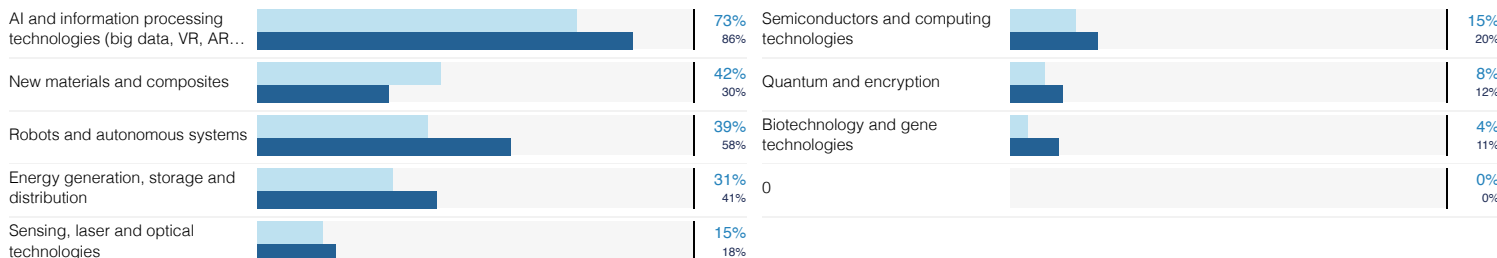


## Technology trends

## Technology trends driving business transformation

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

■ Industry ■ Global



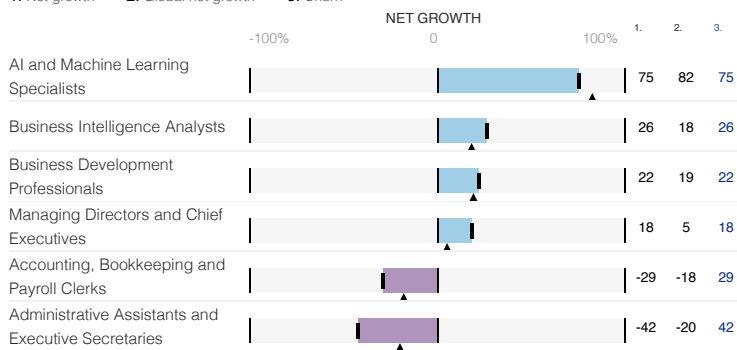
## Jobs outlook

## 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

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

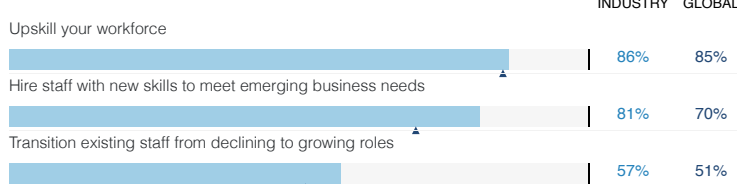


## Workforce Strategy outlook

## Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

■ Industry ▲ Global



## Skill outlook

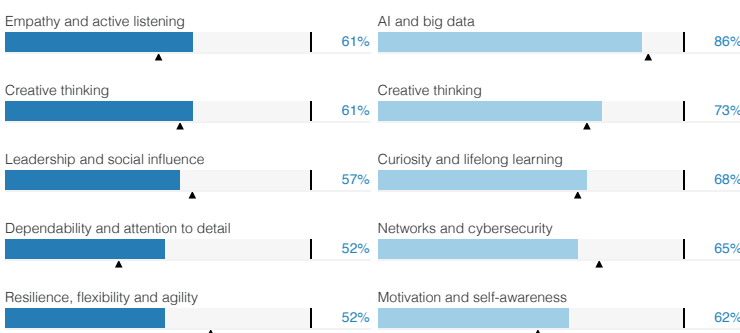
## Skills of increasing use by 2030

Skills of the most increase in use by 2030

■ Industry ▲ Global

CORE SKILLS OF 2025

SKILLS OF INCREASING USE BY 2030



## Upskilling and reskilling outlook

46 | Global 41

Would not need training by 2030

21 | Global 29

Would be upskilled in their current role

20 | Global 19

Would be upskilled and redeployed

13 | Global 11

Would be unlikely to upskill

# Real Estate

## 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

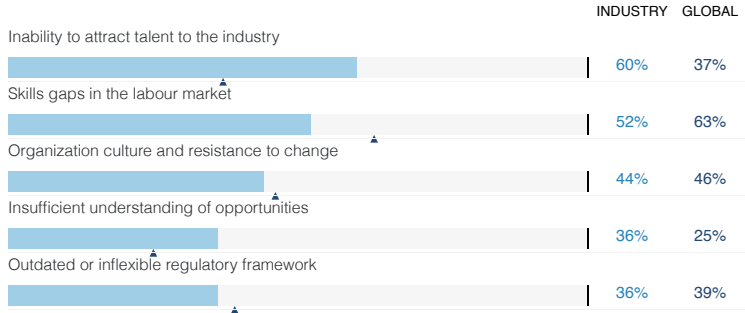


## Key barriers for business transformation

### Transformation barriers

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

Industry 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

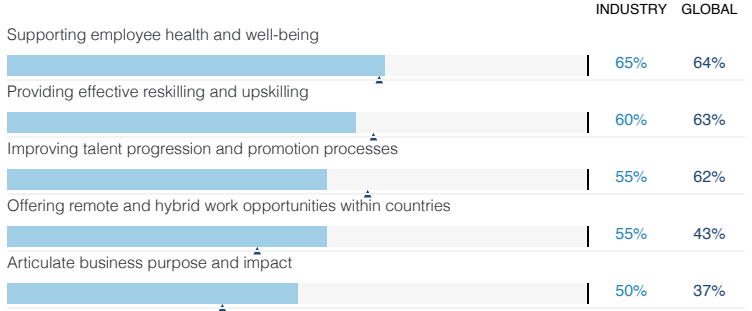


## Business Practice

### Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)

Industry 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

45 | Global 51

Run comprehensive DEI training for managers and staff

45 | Global 42

Set DEI goals, targets or quotas

40 | 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

74 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

58 | Global 69

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

53 | Global 62

Hiring new people with skills to better work alongside AI

# Retail and wholesale of consumer goods

**28%** | Global 22%

**Labour-market churn**

Five-year structural labour-force churn

**38%** | Global 39%

**Skill disruption**

Shares of core skills which will change

**78%** | Global 83%

**Organizations with DEI priorities**

Share of organizations with DEI priorities

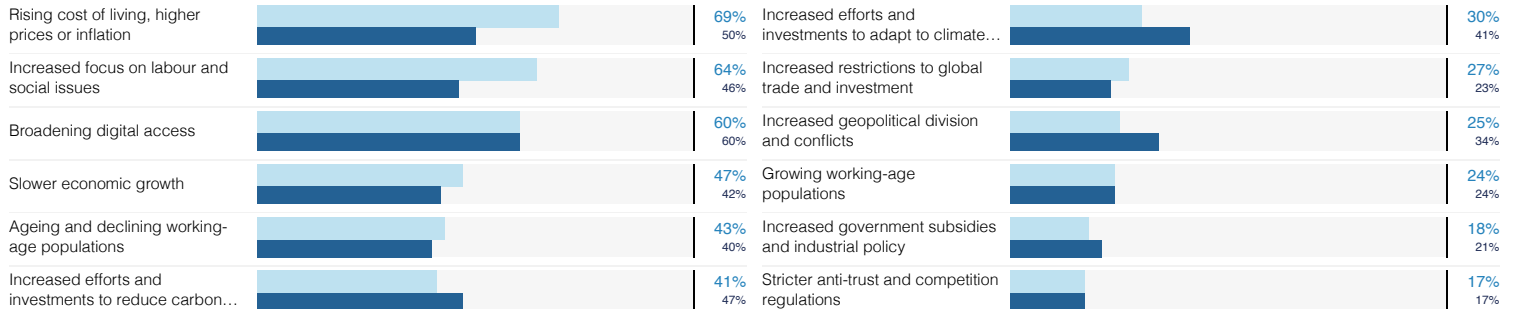
**87%** | Global 88%

**AI exposure**

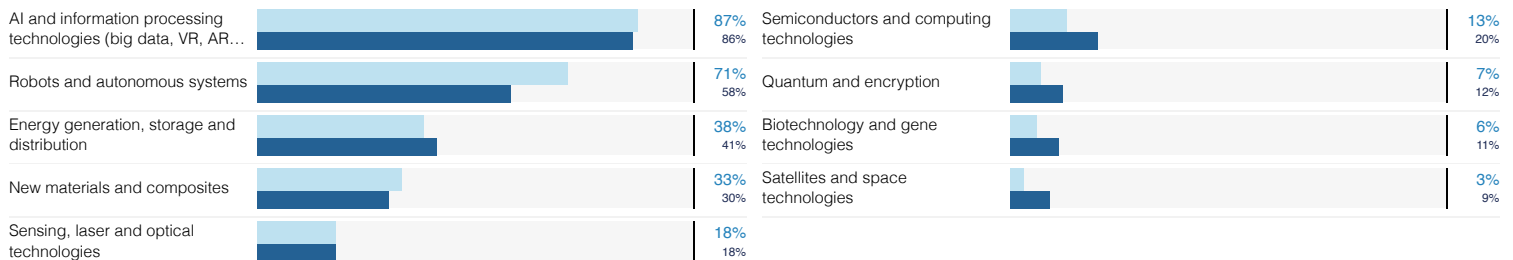
Share of organizations running AI programmes

**Trend outlook**
**Macrotrends driving business transformation**

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

■ Industry ■ Global

**Technology trends**
**Technology trends driving business transformation**

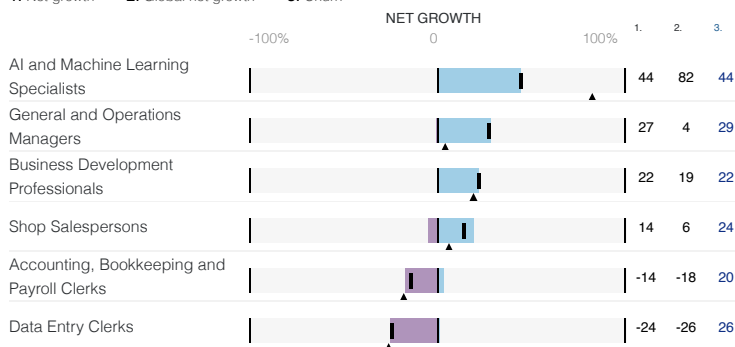
Share of organizations surveyed that identify the technology trend as likely to drive business transformation

■ Industry ■ Global

**Jobs outlook**
**Key roles for business transformation**

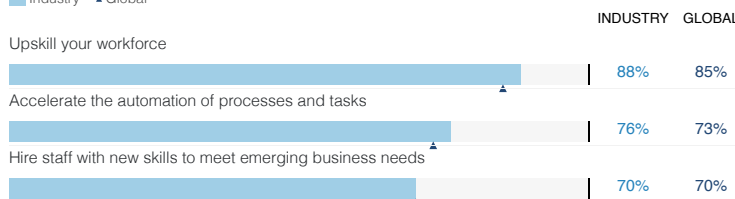
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

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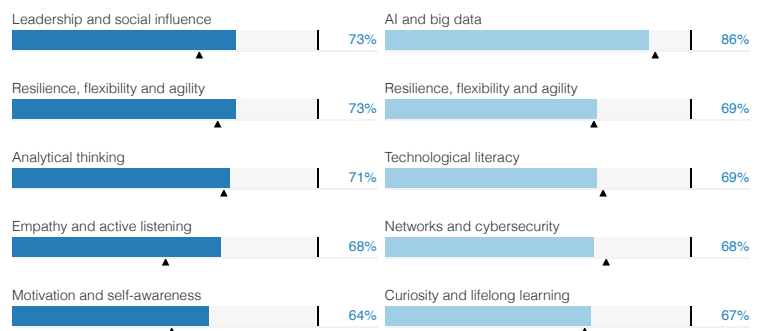
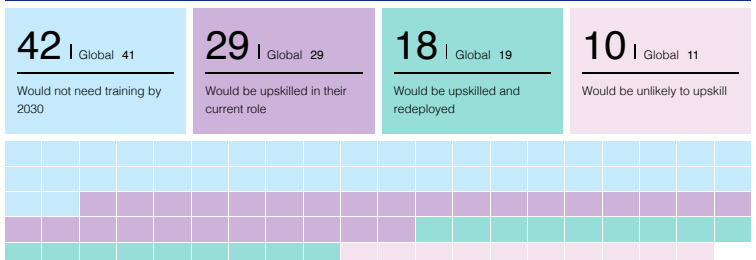

**Workforce Strategy outlook**
**Key components of your workforce strategy by 2030**

% surveyed organizations selecting the macrotrend to drive workforce transformation

■ Industry ▲ Global

**Skill outlook**
**Skills of increasing use by 2030**

Skills of the most increase in use by 2030

■ Industry ▲ Global

**CORE SKILLS OF 2025**
**SKILLS OF INCREASING USE BY 2030**

**Upskilling and reskilling outlook**


# Retail and wholesale of consumer goods

## 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

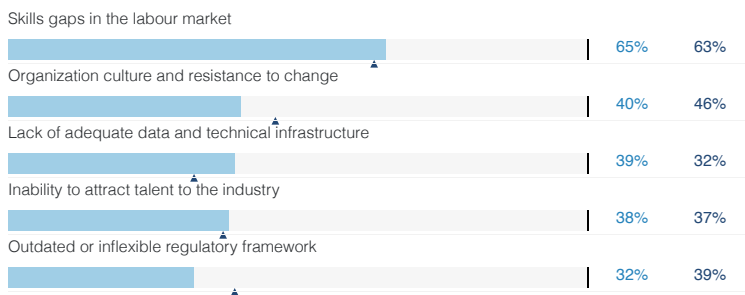


## Key barriers for business transformation

### Transformation barriers

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

Industry Global

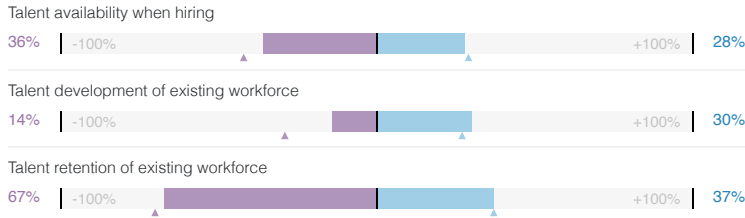


## Talent availability outlook

### Talent trend

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

Improving Global average Worsening Global average

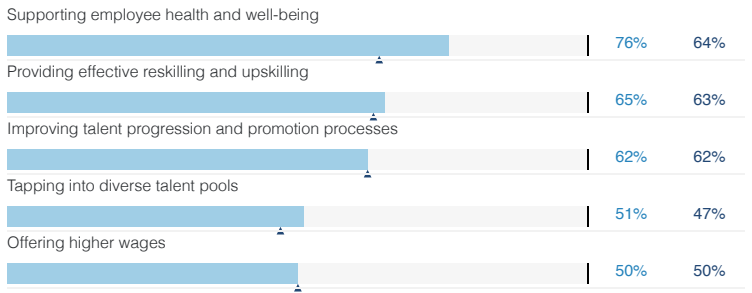


## Business Practice

### Business practices to improve talent availability

Top practices with the greatest potential to improve talent availability (share of organizations surveyed)

Industry 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

51 | Global 51

Run comprehensive DEI training for managers and staff

45 | Global 48

Targeted recruitment, retention and progression initiatives

38 | 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

70 | 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

63 | Global 62

Hiring new people with skills to better work alongside AI

# Supply-chain and transportation

**35%** | Global 22%

**Labour-market churn**

Five-year structural labour-force churn

**37%** | Global 39%

**Skill disruption**

Shares of core skills which will change

**84%** | Global 83%

**Organizations with DEI priorities**

Share of organizations with DEI priorities

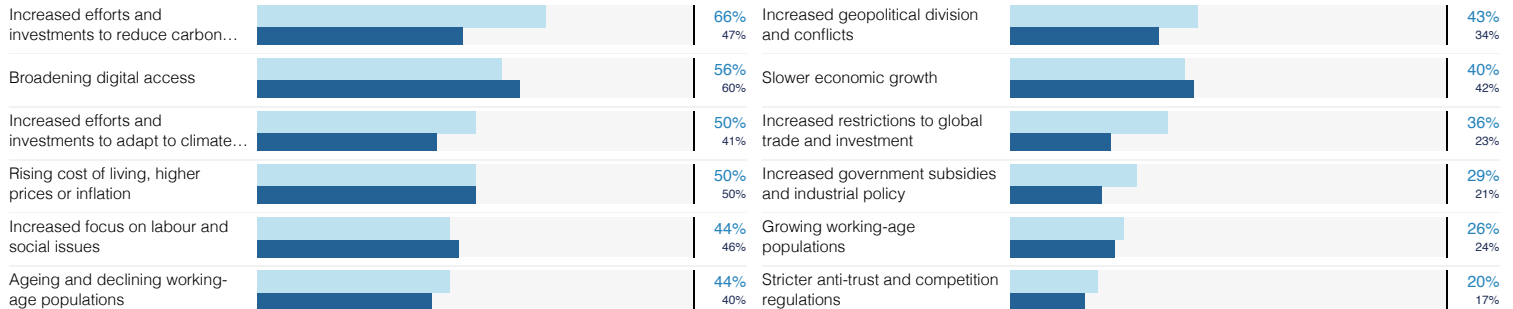
**88%** | Global 88%

**AI exposure**

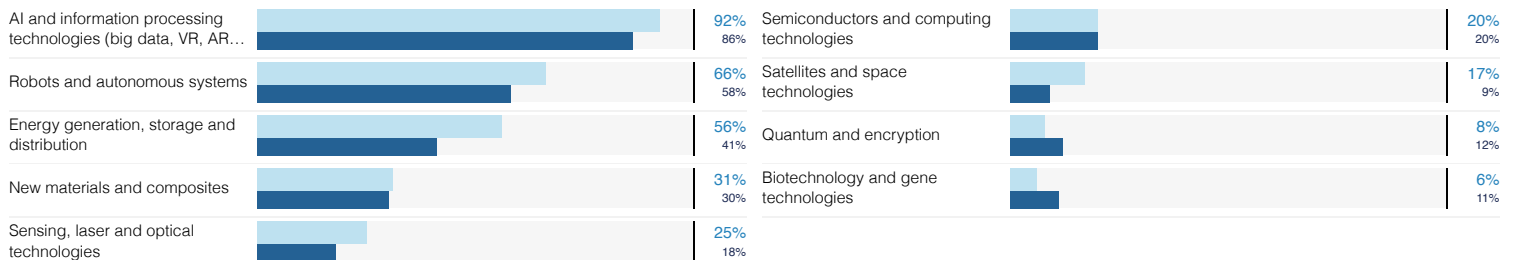
Share of organizations running AI programmes

**Trend outlook**
**Macrotrends driving business transformation**

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

■ Industry ■ Global

**Technology trends**
**Technology trends driving business transformation**

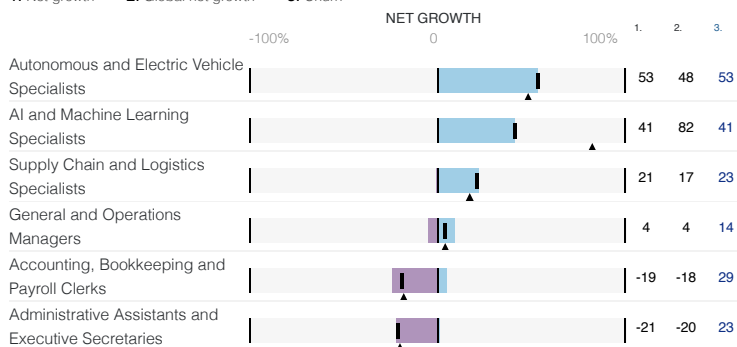
Share of organizations surveyed that identify the technology trend as likely to drive business transformation

■ Industry ■ Global

**Jobs outlook**
**Key roles for business transformation**

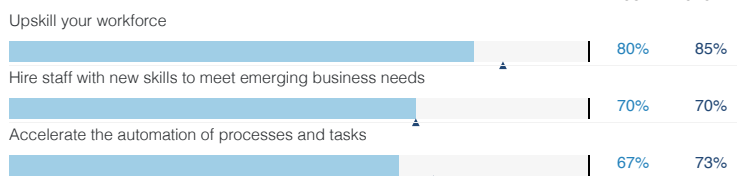
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**Workforce Strategy outlook**
**Key components of your workforce strategy by 2030**

% surveyed organizations selecting the macrotrend to drive workforce transformation

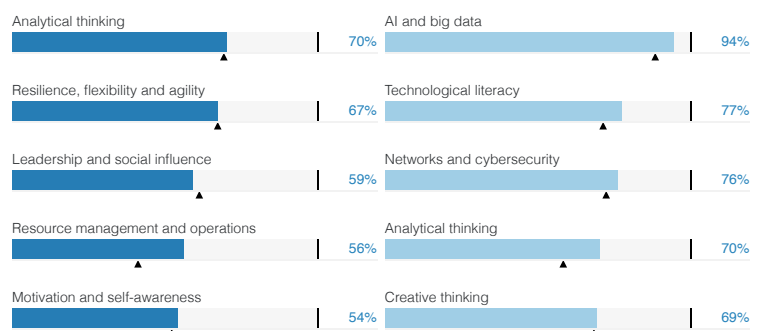
■ Industry ▲ Global

**Skill outlook**
**Skills of increasing use by 2030**

Skills of the most increase in use by 2030

■ Industry ▲ Global

CORE SKILLS OF 2025

SKILLS OF INCREASING USE BY 2030


**Upskilling and reskilling outlook**
**42** | Global 41

Would not need training by 2030

**30** | Global 29

Would be upskilled in their current role

**19** | Global 19

Would be upskilled and redeployed

**9** | Global 11

Would be unlikely to upskill