

# Information and Technology 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

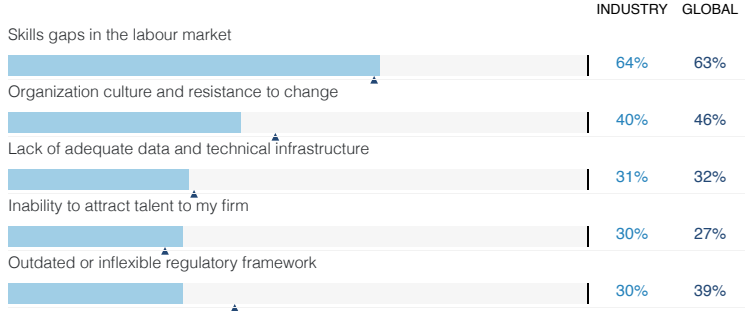


## Key barriers for business transformation

### Transformation barriers

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

Industry Global

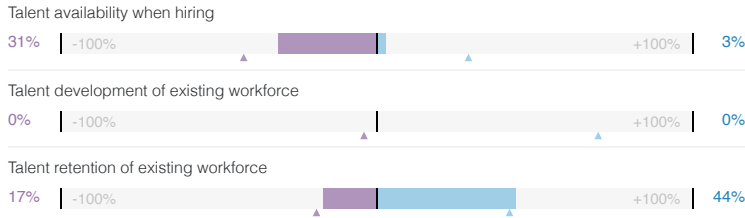


## Talent availability outlook

### Talent trend

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

Improving Global average Worsening Global average

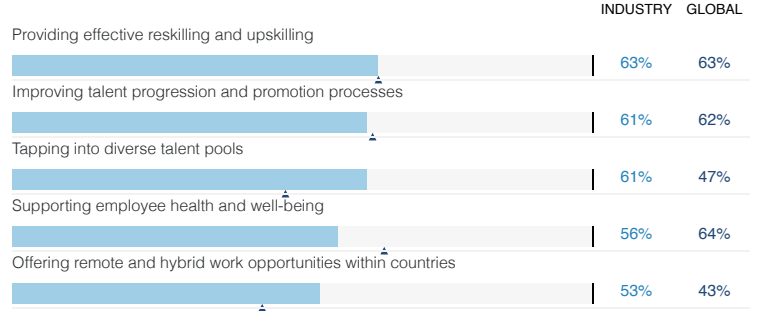


## Business Practice

### 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

59 | Global 51

Run comprehensive DEI training for managers and staff

54 | Global 42

Set DEI goals, targets or quotas

51 | 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

87 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

79 | Global 69

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

73 | Global 62

Hiring new people with skills to better work alongside AI

# Infrastructure

**14%** | Global 22%**Labour-market churn**

Five-year structural labour-force churn

**35%** | Global 39%**Skill disruption**

Shares of core skills which will change

**81%** | Global 83%**Organizations with DEI priorities**

Share of organizations with DEI priorities

**78%** | Global 88%**AI exposure**

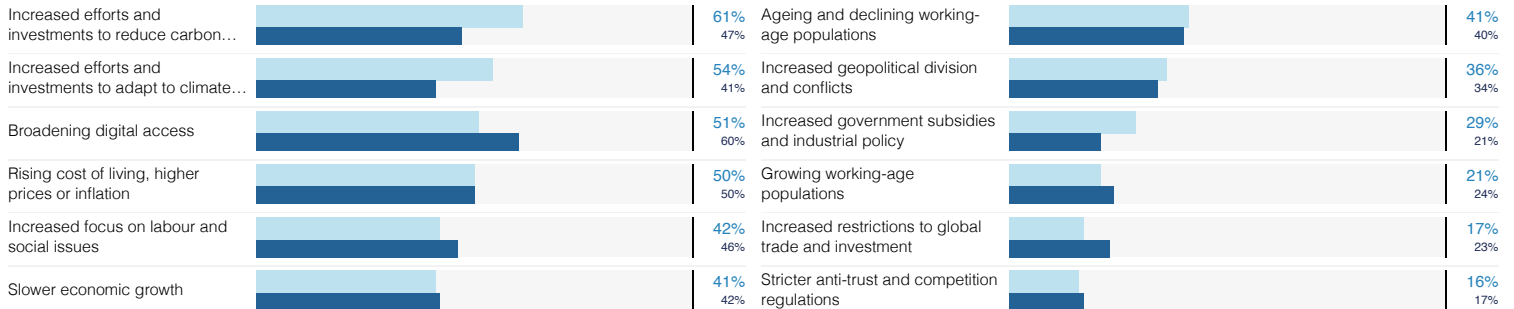
Share of organizations running AI programmes

## Trend outlook

### Macrotrends driving business transformation

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

■ Industry ■ Global

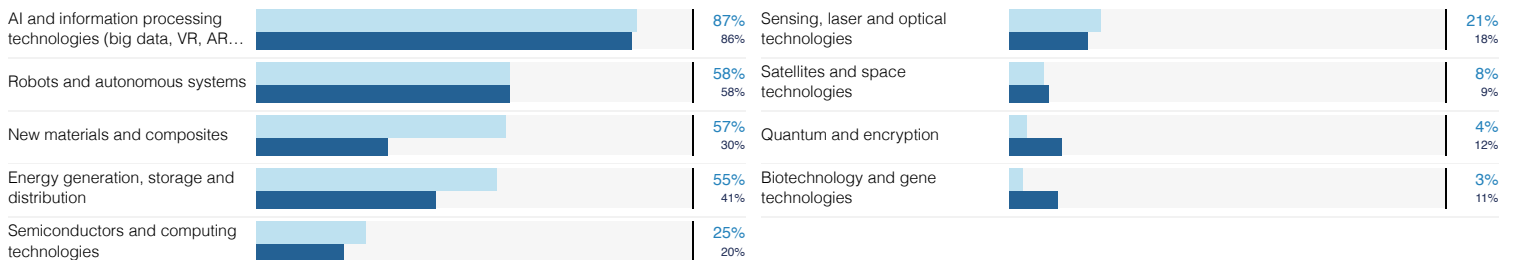


## Technology trends

### Technology trends driving business transformation

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

■ Industry ■ Global



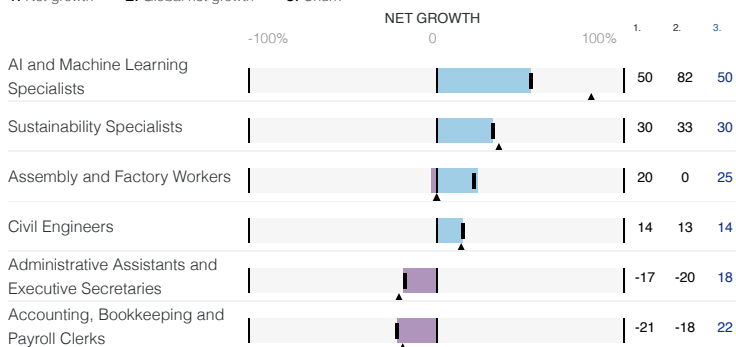
## Jobs outlook

### 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

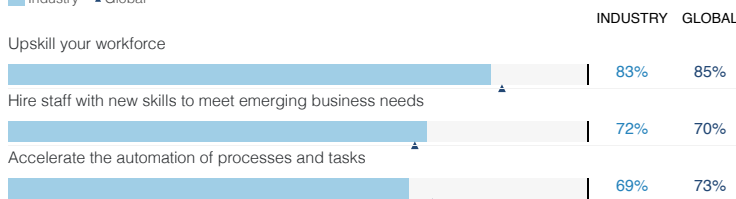


## Workforce Strategy outlook

### Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

■ Industry ▲ Global



## Skill outlook

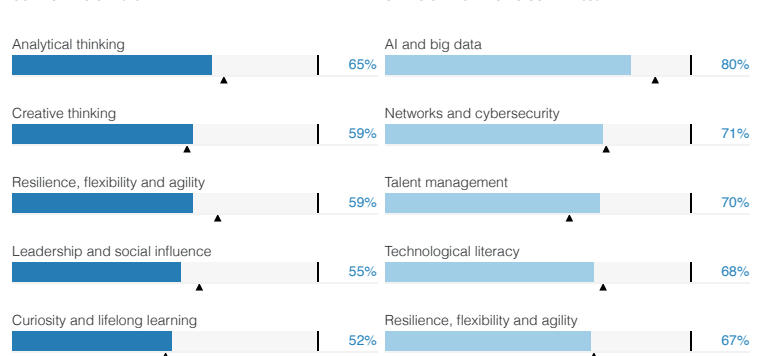
### Skills of increasing use by 2030

Skills of the most increase in use by 2030

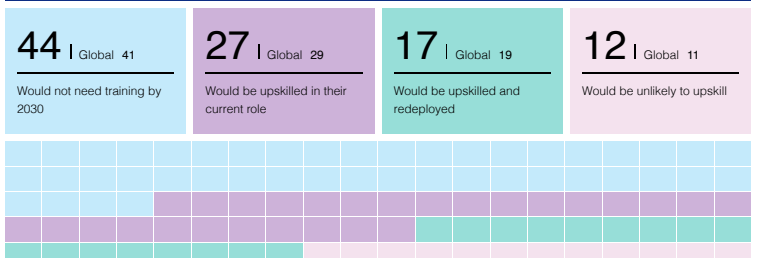
■ Industry ▲ Global

CORE SKILLS OF 2025

SKILLS OF INCREASING USE BY 2030



## Upskilling and reskilling outlook



# Infrastructure

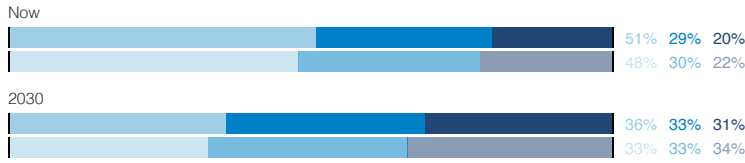
## Human-machine frontier

### Human-machine frontier

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

Human Global Combination Global Technology Global

#### ALL TASKS

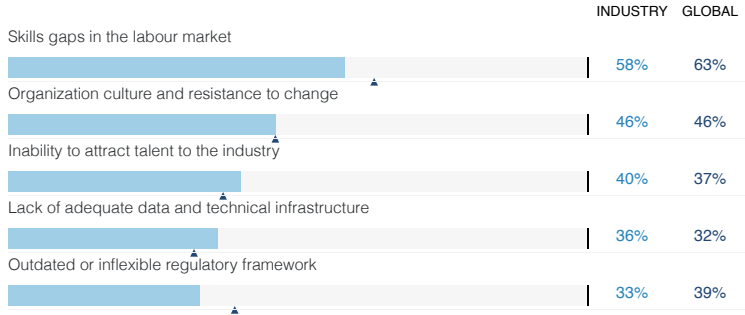


## Key barriers for business transformation

### Transformation barriers

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

Industry Global

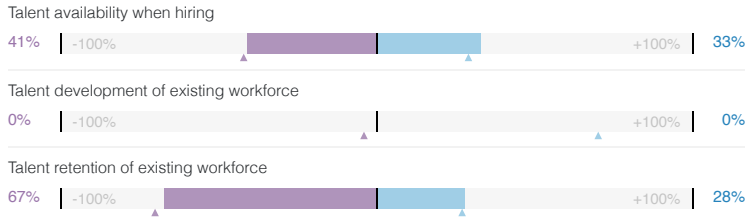


## Talent availability outlook

### Talent trend

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

Improving Global average Worsening Global average

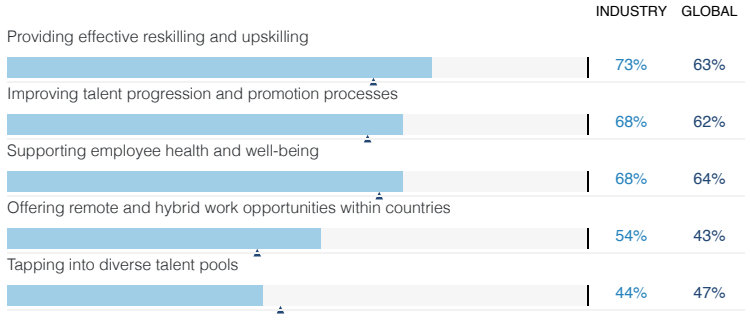


## Business Practice

### 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

58

Global 42

Set DEI goals, targets or quotas

53

Global 48

Targeted recruitment, retention and progression initiatives

48

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

74

Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

64

Global 69

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

59

Global 62

Hiring new people with skills to better work alongside AI

# Insurance and Pensions management

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

Five-year structural labour-force churn

**47%** | Global 39%**Skill disruption**

Shares of core skills which will change

**97%** | Global 83%**Organizations with DEI priorities**

Share of organizations with DEI priorities

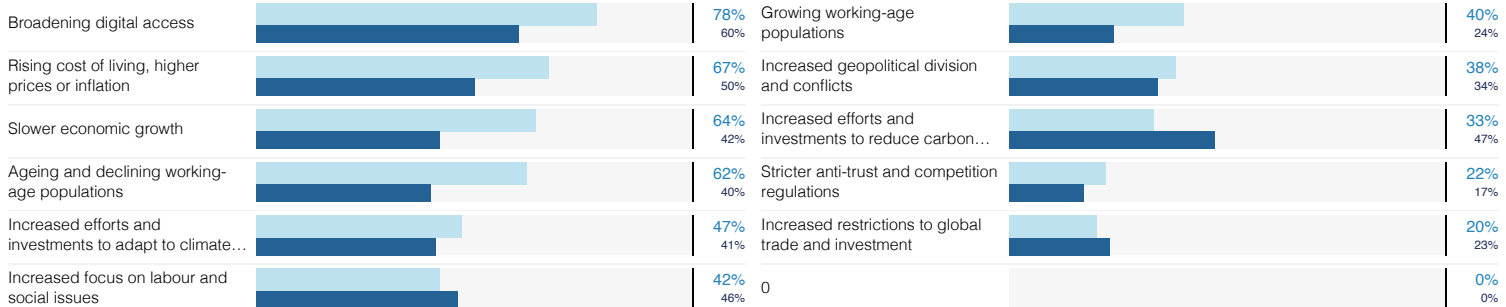
**0%** | Global 0%**AI exposure**

Share of organizations running AI programmes

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

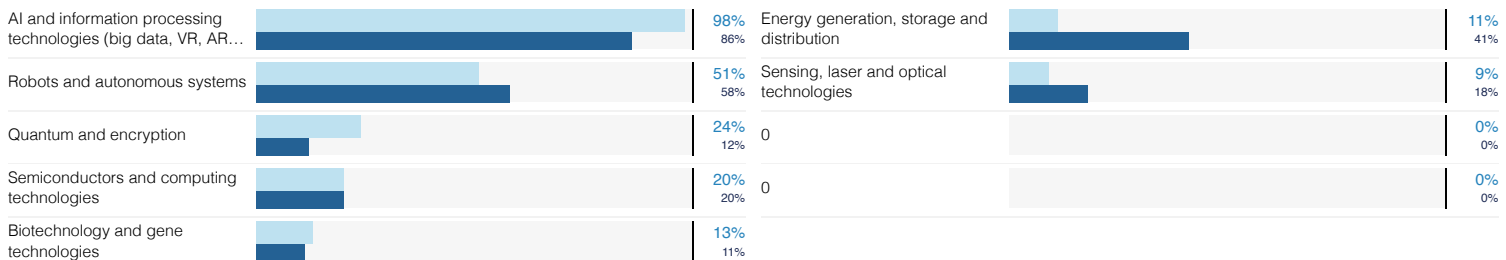
Share of organizations surveyed that identified this trend as likely to drive transformation in their organization

■ Industry ■ Global

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

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

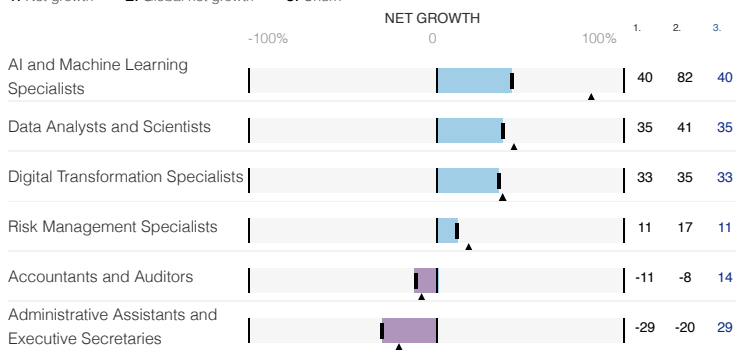
■ Industry ■ Global

**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)

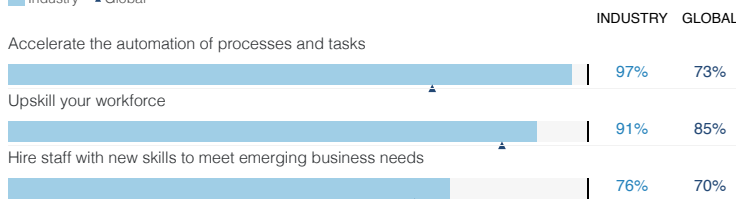
Net growth ■ Job Growth ■ Job displacement ■ Net Growth ▲ Global net growth

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

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

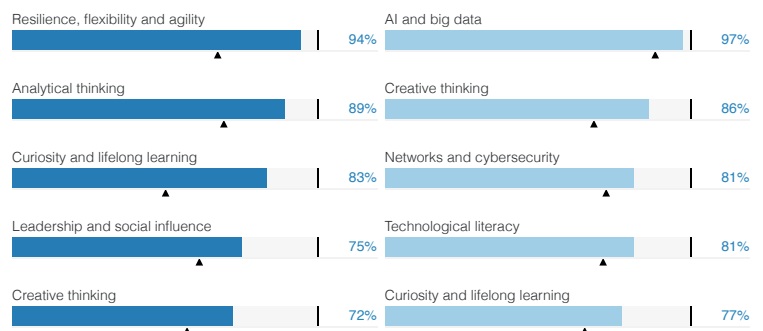
% surveyed organizations selecting the macrotrend to drive workforce transformation

■ 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****39** | Global 41

Would not need training by 2030

**29** | Global 29

Would be upskilled in their current role

**22** | Global 19

Would be upskilled and redeployed

**9** | Global 11

Would be unlikely to upskill

# Insurance and Pensions management

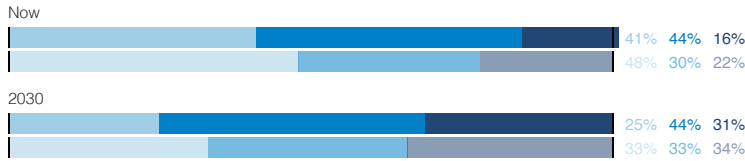
## Human-machine frontier

### Human-machine frontier

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

Human Global Combination Global Technology Global

#### ALL TASKS

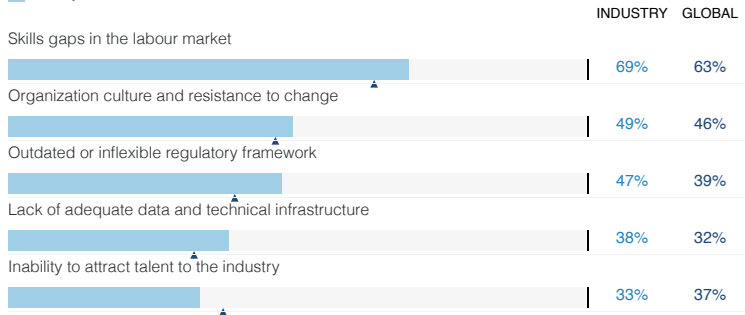


## Key barriers for business transformation

### Transformation barriers

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

Industry Global

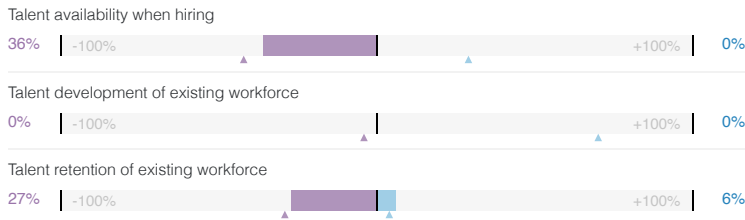


## Talent availability outlook

### Talent trend

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

Improving Global average Worsening Global average

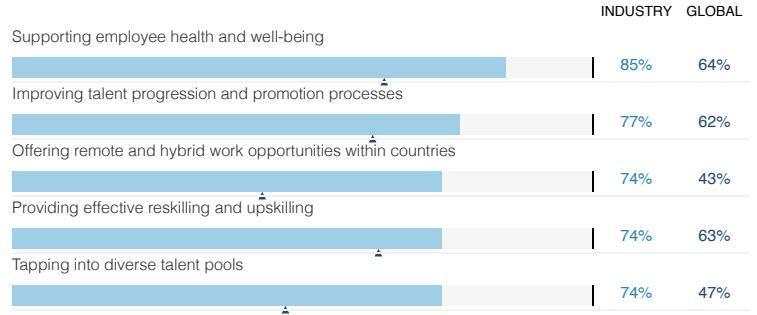


## Business Practice

### 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

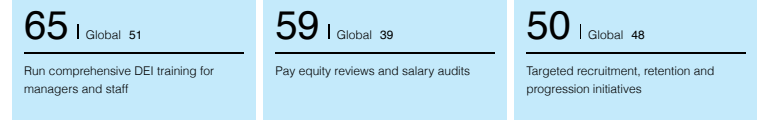
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

Growing Global Similar Global Declining Global



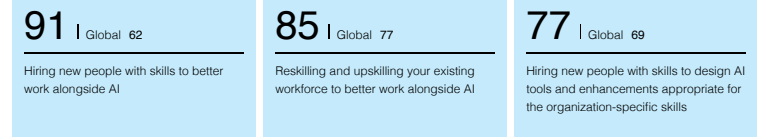
## DEI Actions

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



## AI Strategy

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



# Medical and Healthcare services

**19%** | Global 22%

**Labour-market churn**

Five-year structural labour-force churn

**39%** | Global 39%

**Skill disruption**

Shares of core skills which will change

**91%** | Global 83%

**Organizations with DEI priorities**

Share of organizations with DEI priorities

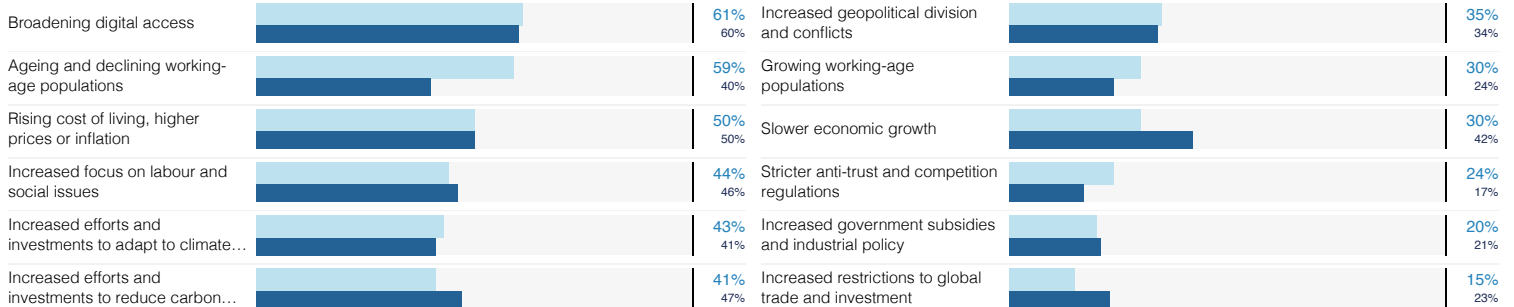
**94%** | Global 88%

**AI exposure**

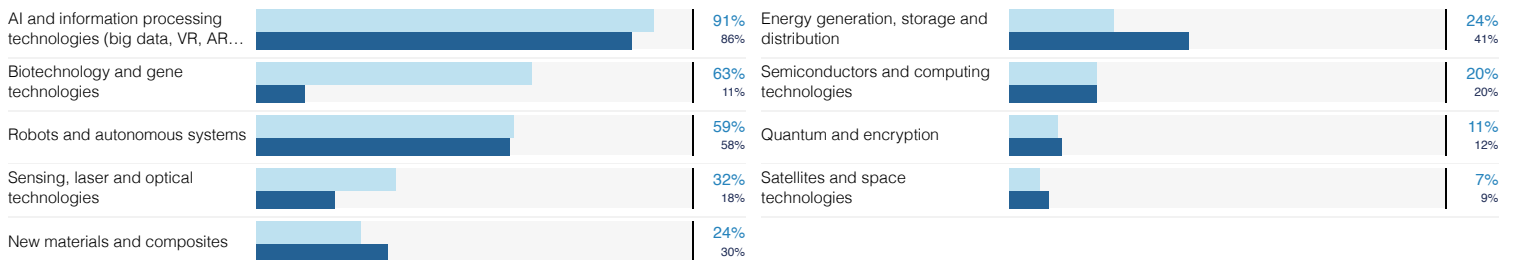
Share of organizations running AI programmes

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

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

■ Industry ■ Global

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

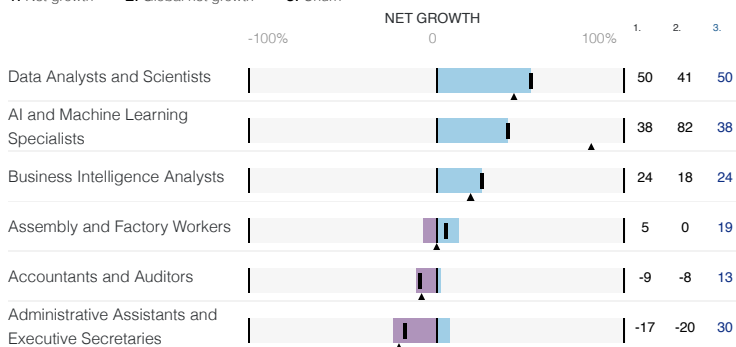
Share of organizations surveyed that identify the technology trend as likely to drive business transformation

■ Industry ■ Global

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

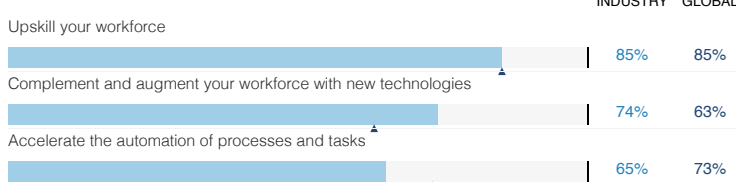
Roles most selected by organizations surveyed, ordered by net role growth, and their net growth and structural churn (percent)

**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

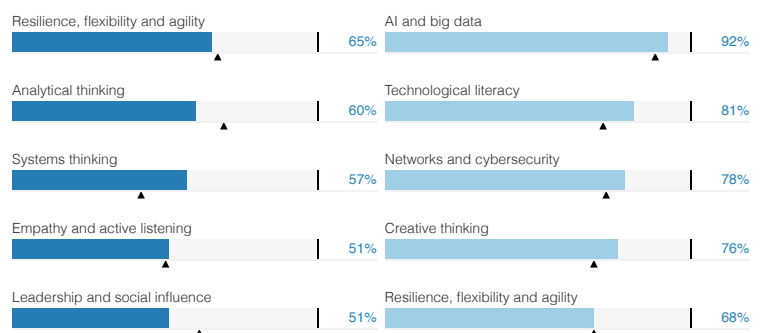
■ Industry ▲ Global

**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**
**40** | Global 41

Would not need training by 2030

**29** | Global 29

Would be upskilled in their current role

**19** | Global 19

Would be upskilled and redeployed

**11** | Global 11

Would be unlikely to upskill

# Medical and Healthcare 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

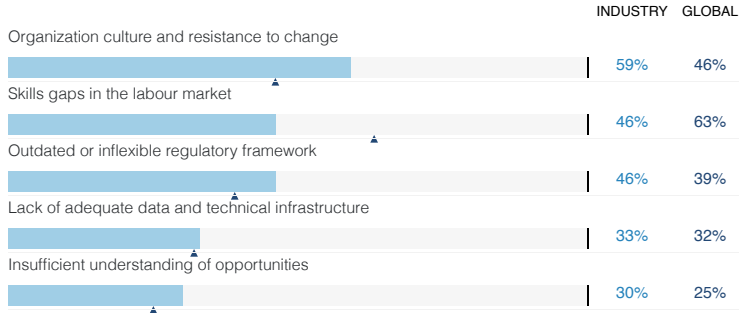


## Key barriers for business transformation

### 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

Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce

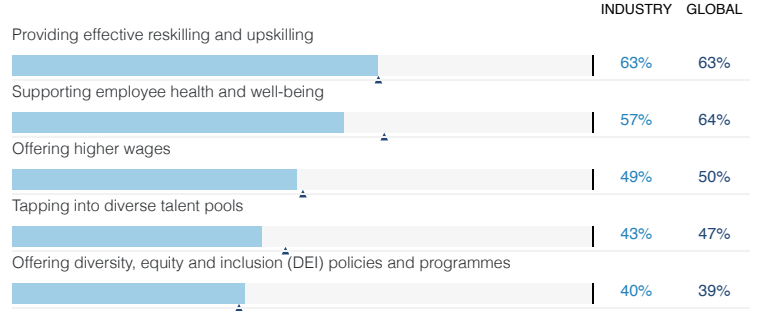


## Business Practice

### 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

51 | Global 51

Run comprehensive DEI training for managers and staff

40 | Global 48

Targeted recruitment, retention and progression initiatives

34 | Global 39

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

88 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

59 | Global 69

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

56 | Global 62

Hiring new people with skills to better work alongside AI

14% | Global 22%

Five-year structural labour-force churn

35% | Global 39%

Shares of core skills which will change

89% | Global 83%

Share of organizations with DEI priorities

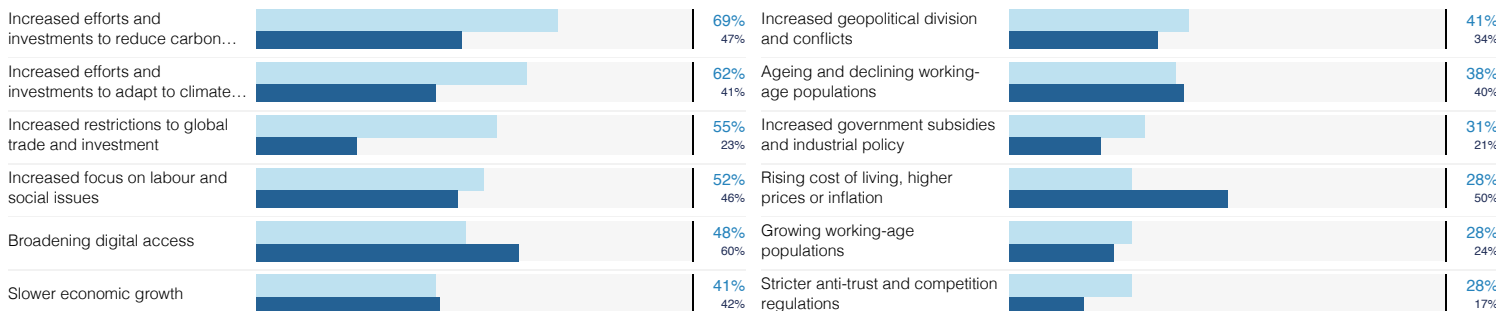
79% | Global 88%

Share of organizations running AI programmes

## Macrotrends driving business transformation

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

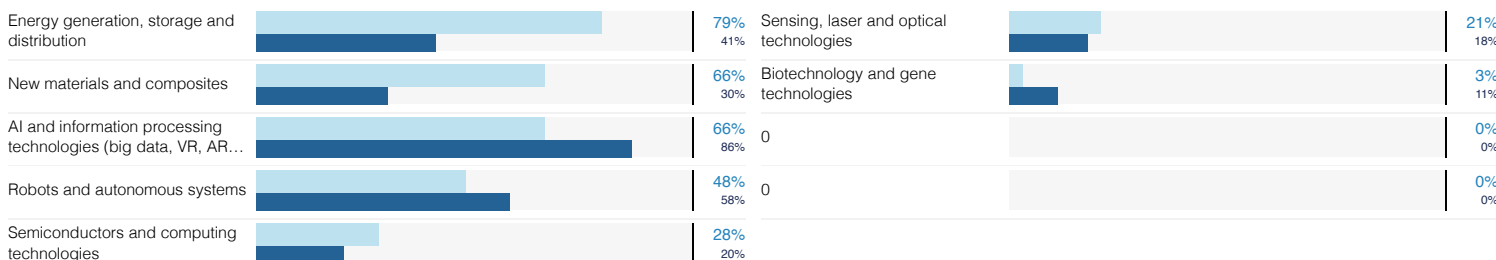
■ Industry ■ Global



## Technology trends driving business transformation

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

Industry Global



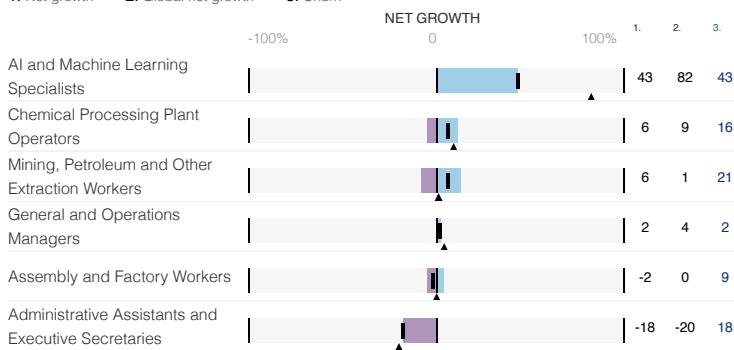
## Skill outlook

### 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



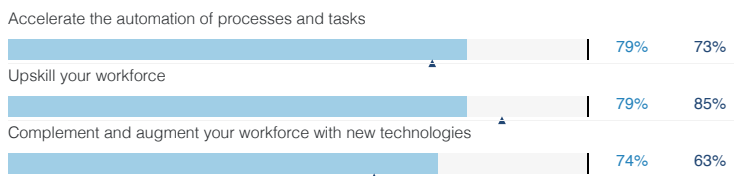
## Workforce Strategy outlook

### Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

Industry ▲ Global

INDUSTRY GLOBAL



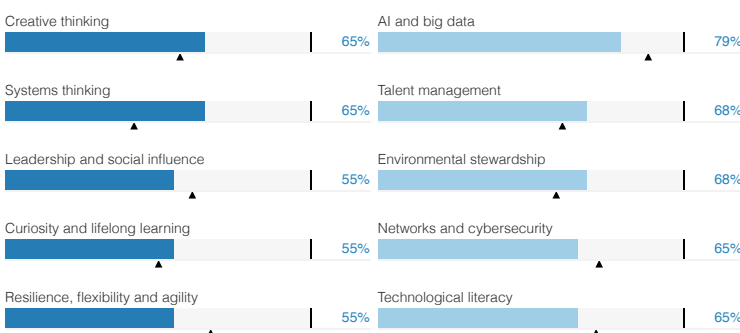
### Skills of increasing use by 2030

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

56 | Global 41

Would not need training by

24 | Global 29

Would be upskilled in their current role

13 | Global 19

Would be upskilled and redeployed

7 | Global 11

Would be unlikely to upskill



# Mining and metals

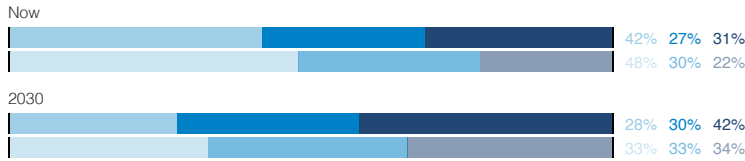
## Human-machine frontier

### Human-machine frontier

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

Human Global Combination Global Technology Global

#### ALL TASKS

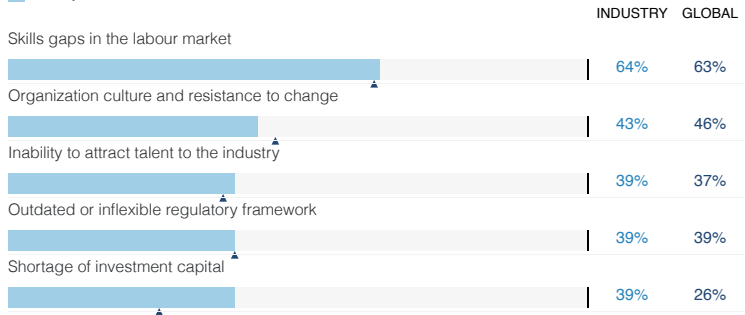


## Key barriers for business transformation

### Transformation barriers

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

Industry Global

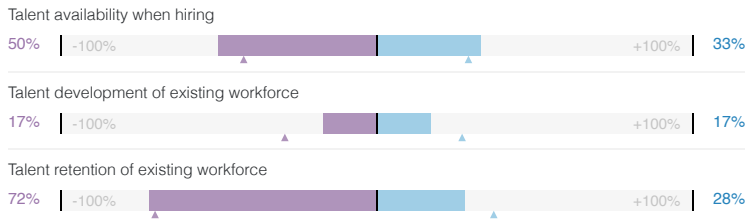


## Talent availability outlook

### Talent trend

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

Improving Global average Worsening Global average

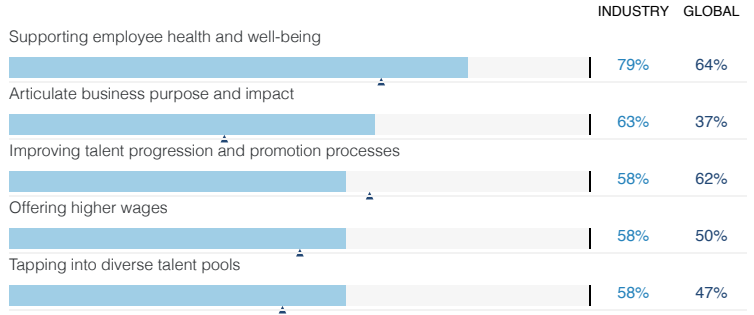


## Business Practice

### 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

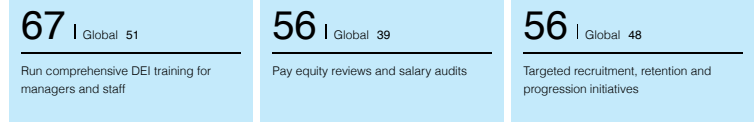
Share of organizations projecting the share of wages and other forms of workers' compensation as percentage of the company's total revenues

Growing Global Similar Global Declining Global



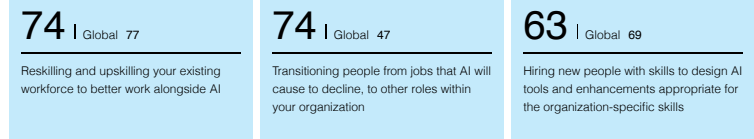
## DEI Actions

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



## AI Strategy

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



## Oil and Gas

22% | Global 22%

## Labour-market churn

Five-year structural labour-force churn

28% | Global 39%

## Skill disruption

Shares of core skills which will change

75% | Global 83%

## Organizations with DEI priorities

Share of organizations with DEI priorities

82% | Global 88%

## AI exposure

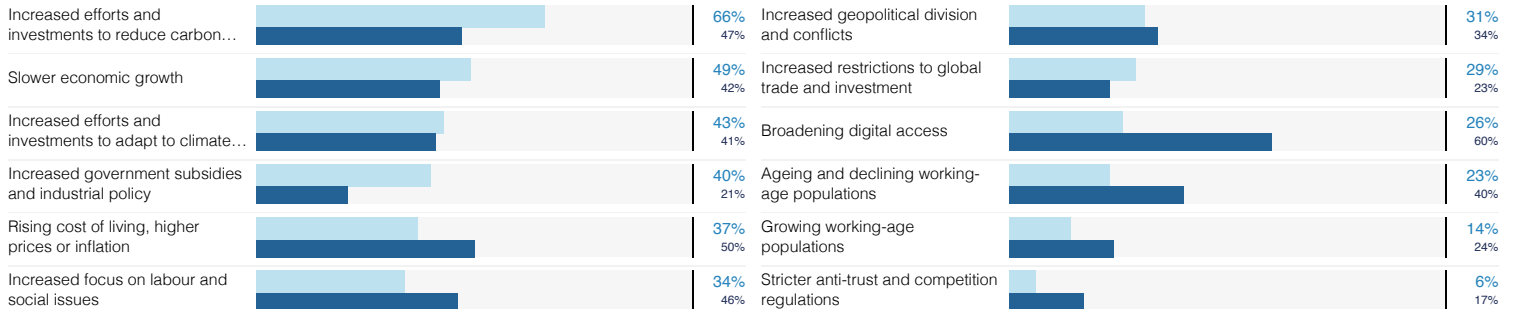
Share of organizations running AI programmes

## Trend outlook

## Macrotrends driving business transformation

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

■ Industry ■ Global

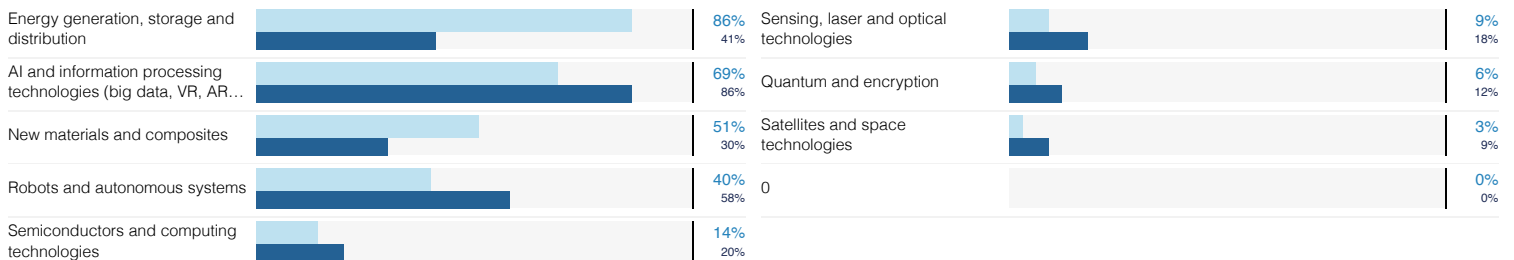


## Technology trends

## Technology trends driving business transformation

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

■ Industry ■ Global



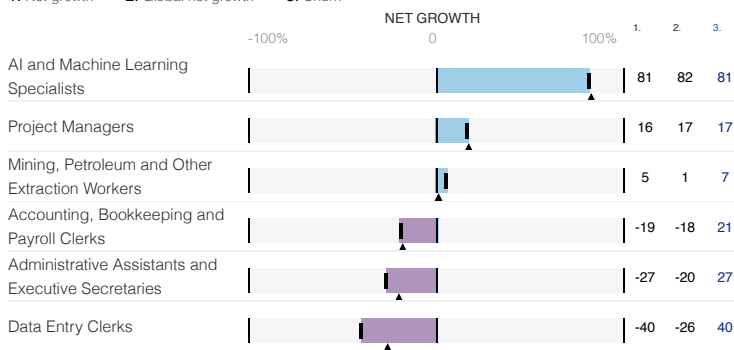
## Jobs outlook

## 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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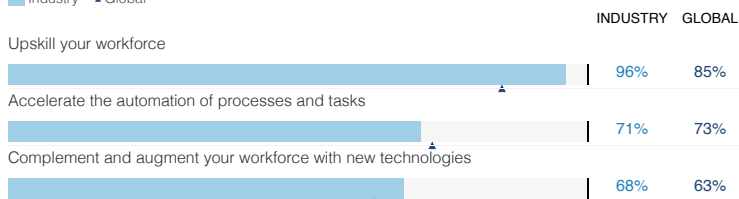


## Workforce Strategy outlook

## Key components of your workforce strategy by 2030

% surveyed organizations selecting the macrotrend to drive workforce transformation

■ Industry ▲ Global



## Skill outlook

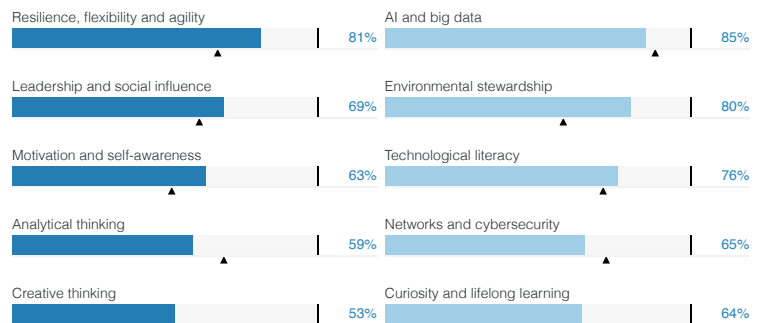
## Skills of increasing use by 2030

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

44 | Global 41

Would not need training by 2030

27 | 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