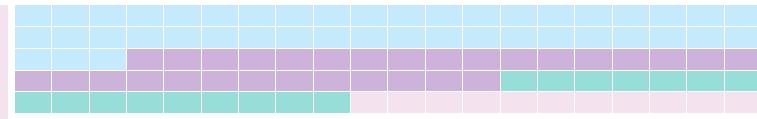


Serbia

5.0

Upskilling and reskilling outlook



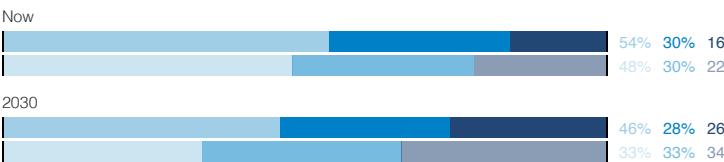
Human-machine frontier

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

ECONOMY GLOBAL

Flexibility on hiring and firing practices

67% 44%

Funding for reskilling and upskilling

58% 55%

Improvements to public education systems

54% 47%

Changes to labour laws related to remote work

50% 36%

Wage subsidies

50% 26%

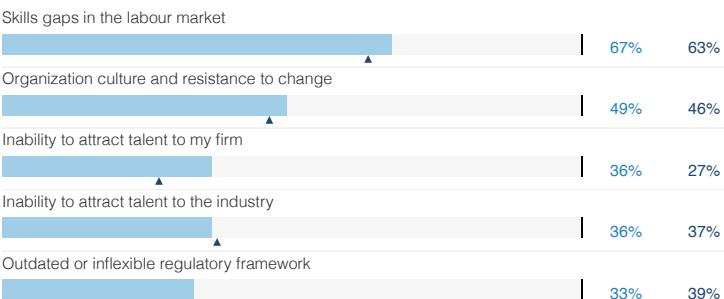
Key barriers for business transformation

Transformation barriers

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

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

54% 42% 4%

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

42% | -100% □ Worsening □ Improving +100% | 33% ▲ Global average

Talent development of existing workforce

4% | -100% □ Worsening □ Improving +100% | 67% ▲ Global average

Talent retention of existing workforce

25% | -100% □ Worsening □ Improving +100% | 50% ▲ Global average

DEI Actions

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

44 | Global 51

Run comprehensive DEI training for managers and staff

39 | Global 39

Pay equity reviews and salary audits

35 | Global 27

Embed DEI goals and solutions across the supply chain

AI Strategy

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

58 | Global 69

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

58 | Global 62

Hiring new people with skills to better work alongside AI

58 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

Singapore

3.1

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	73%	Secondary Education Attainment	(2023)	63%
Vulnerable employment	(2022)	10%	Tertiary Education Attainment	(2023)	53%
Share of youth not in employment, education, or training (NEET)	(2023)	7%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign labour	(2024)	5
Unemployment rate among workers with basic edu.	(2023)	3%	Country investment in mid-career training	(2022)	6
Unemployment rate among workers with advanced edu.	(2023)	3%			

Jobs and Skills outlook

28% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

94% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

97% | Global 88%

AI exposure

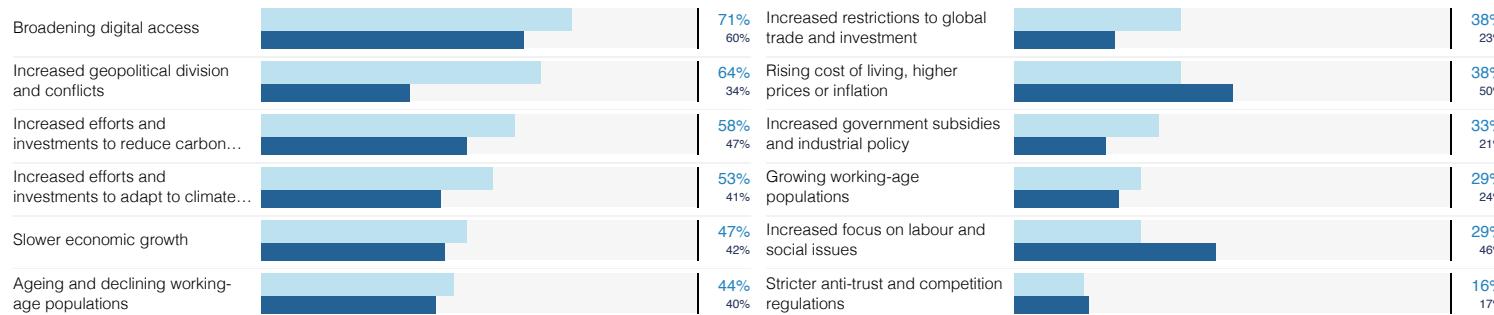
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

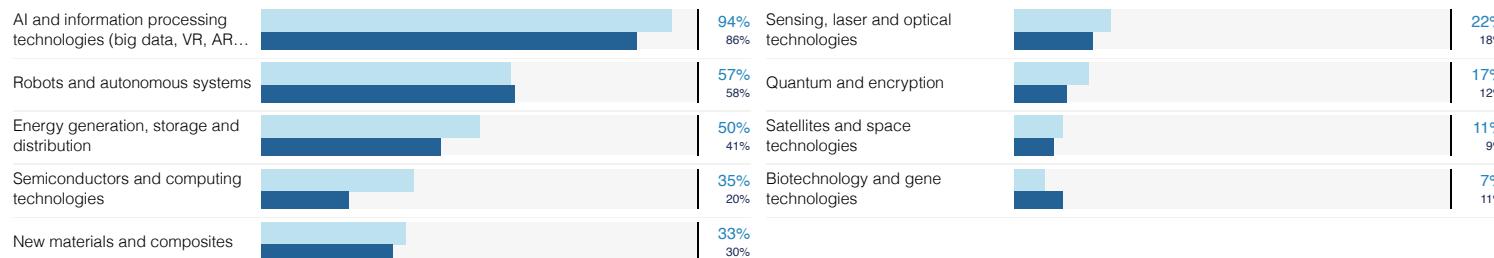


Technology trends

Technology trends driving business transformation

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

Economy | Global



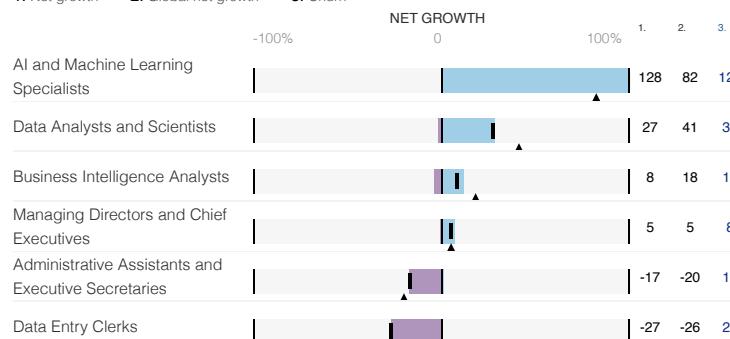
Jobs outlook

Key roles for business transformation

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

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

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

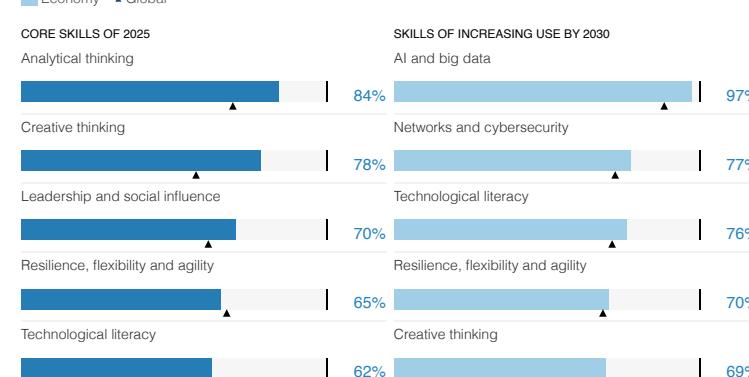


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

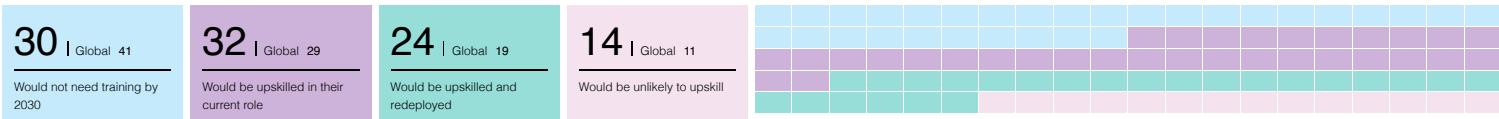
Economy | ▲ Global



Singapore

3.1

Upskilling and reskilling outlook



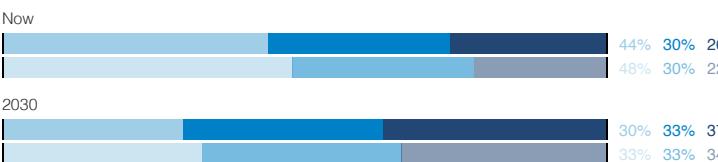
Human-machine frontier

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

ECONOMY GLOBAL

Flexibility on hiring and firing practices

50% 44%

Funding for reskilling and upskilling

47% 55%

Provision of reskilling and upskilling

44% 52%

Flexibility on setting wages

38% 38%

Changes to labour laws related to remote work

32% 36%

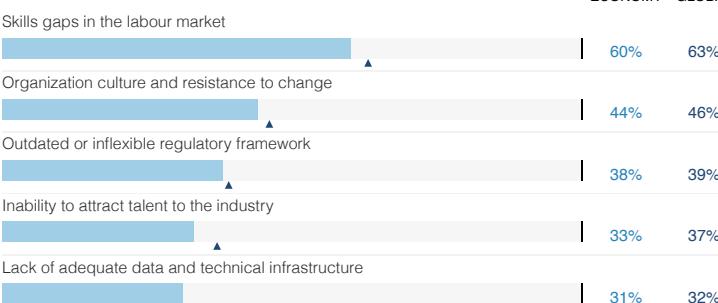
Key barriers for business transformation

Transformation barriers

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

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

54% 34% 11%

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

26% | -100% ▲ 29% | +100%

Talent development of existing workforce

0% | -100% ▲ 77% | +100%

Talent retention of existing workforce

17% | -100% ▲ 40% | +100%

DEI Actions

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

71 | 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

82 | 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

62 | Global 49

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

Slovenia

1.6

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	61%	Secondary Education Attainment	(2022)	86%
Vulnerable employment	(2022)	11%	Tertiary Education Attainment	(2022)	35%
Share of youth not in employment, education, or training (NEET)	(2023)	7%	Ease of finding skilled employees in local labour market	(2024)	3
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2023)	7%	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2023)	2%			

Jobs and Skills outlook

12% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

79% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

75% | Global 88%

AI exposure

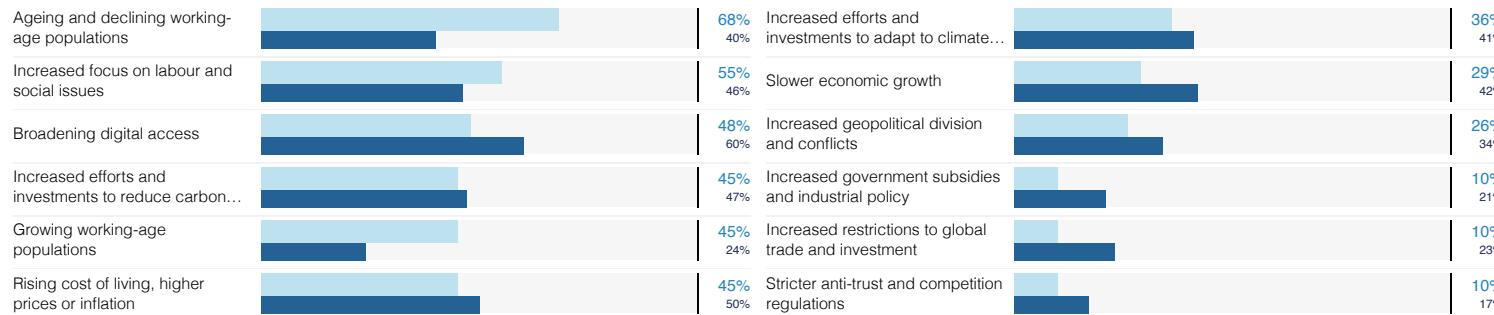
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

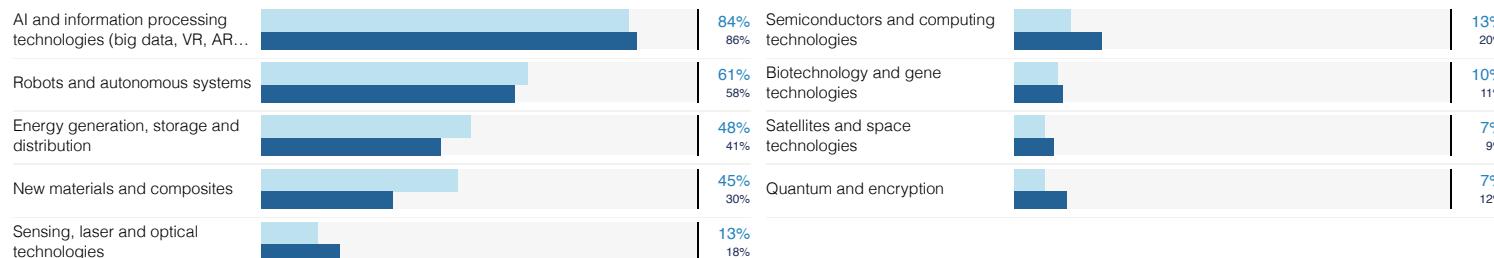


Technology trends

Technology trends driving business transformation

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

Economy | Global



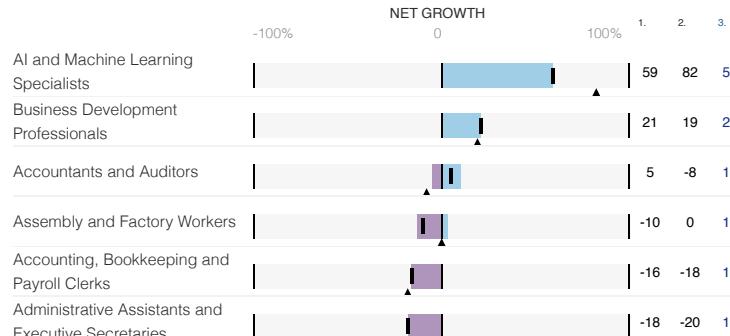
Jobs outlook

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

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

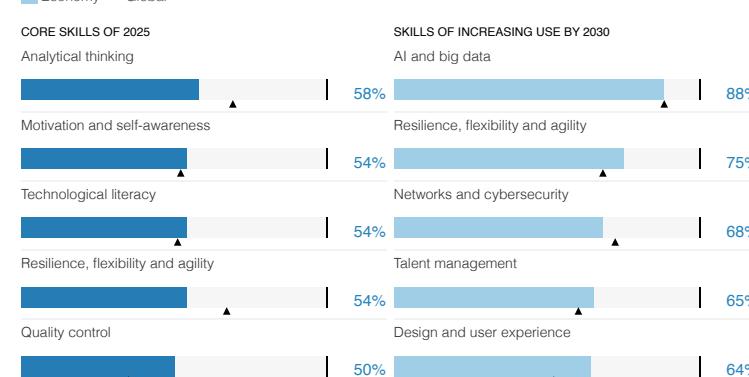


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

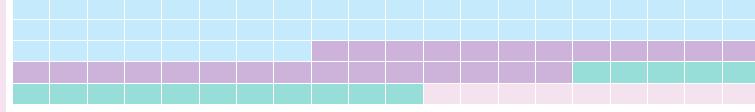
Economy | Global



Slovenia

1.6

Upskilling and reskilling outlook



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



2030



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

Flexibility on hiring and firing practices

ECONOMY GLOBAL

71% 44%

Changes to immigration laws

50% 26%

Funding for reskilling and upskilling

50% 55%

Improvements to public education systems

50% 47%

Provision of reskilling and upskilling

42% 52%

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

ECONOMY GLOBAL

68% 63%

Organization culture and resistance to change

ECONOMY GLOBAL

58% 46%

Inability to attract talent to the industry

ECONOMY GLOBAL

52% 37%

Outdated or inflexible regulatory framework

ECONOMY GLOBAL

45% 39%

Inability to attract talent to my firm

ECONOMY GLOBAL

32% 27%

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

ECONOMY GLOBAL

29% 63% 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

54% | -100% ▲ Global average | +100% | 21%

Talent development of existing workforce

8% | -100% ▲ Global average | +100% | 50%

Talent retention of existing workforce

29% | -100% ▲ Global average | +100% | 33%

DEI Actions

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

38 | Global 51

Run comprehensive DEI training for managers and staff

38 | Global 39

Pay equity reviews and salary audits

38 | Global 26

Support workers with caregiving responsibilities

AI Strategy

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

63 | Global 62

Hiring new people with skills to better work alongside AI

63 | 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

South Africa

34.6

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	63%	Secondary Education Attainment	(2023)	44%
Vulnerable employment	(2022)	24%	Tertiary Education Attainment	(2023)	14%
Share of youth not in employment, education, or training (NEET)	(2023)	34%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate	(2023)	29%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2023)	35%	Country investment in mid-career training	(2022)	3
Unemployment rate among workers with advanced edu.	(2023)	14%			

Jobs and Skills outlook

36% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

88% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

93% | Global 88%

AI exposure

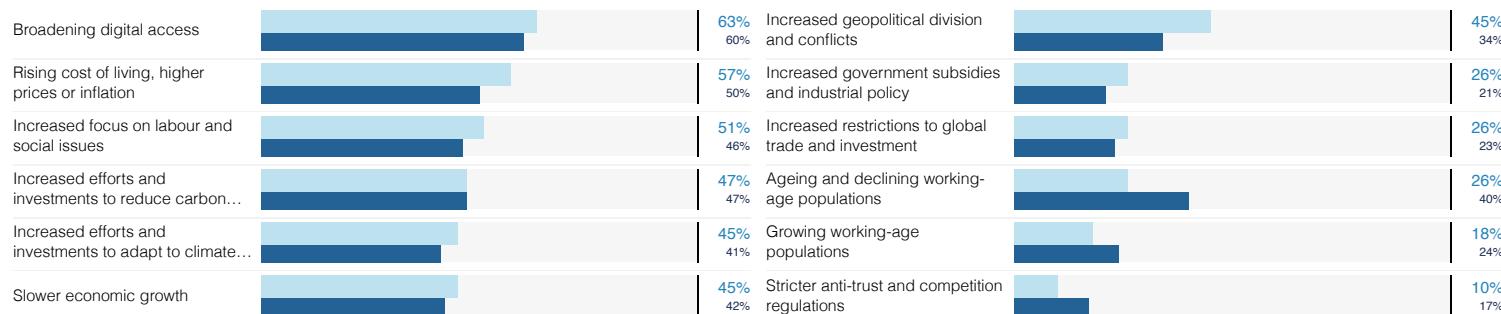
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

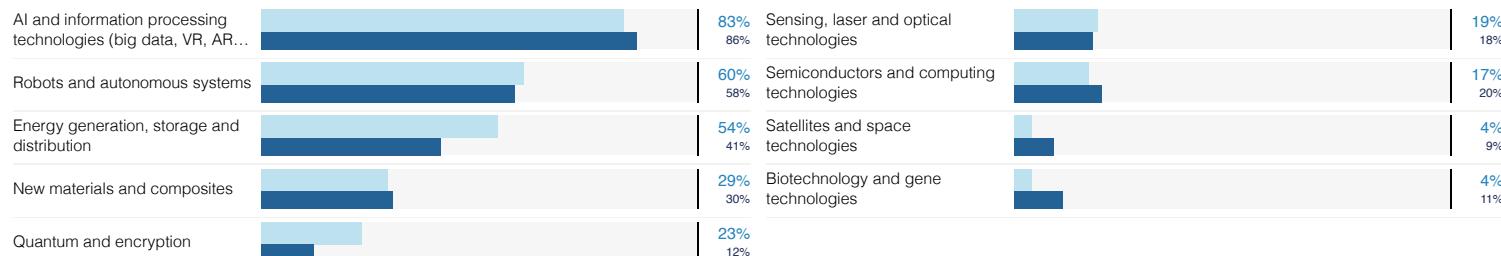


Technology trends

Technology trends driving business transformation

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

Economy | Global



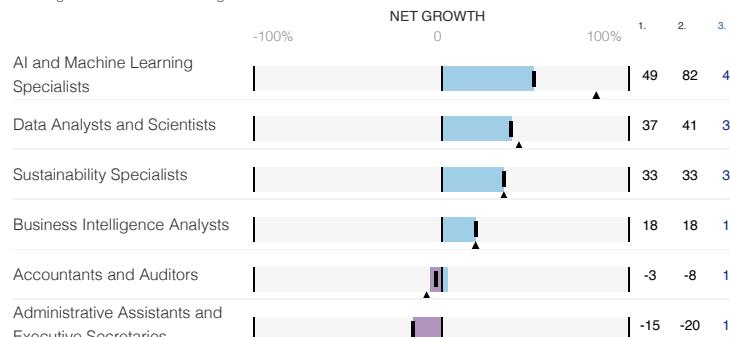
Jobs outlook

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

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

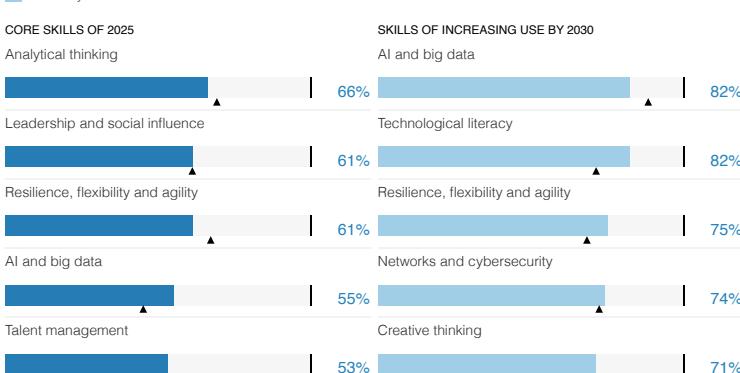


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

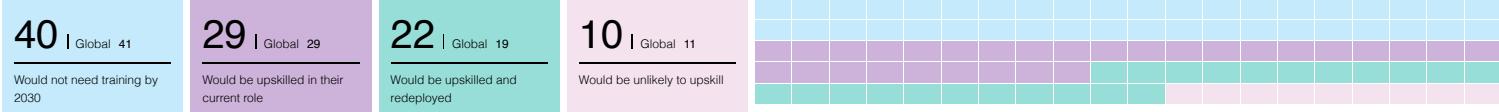
Economy | ▲ Global



South Africa

34.6

Upskilling and reskilling outlook



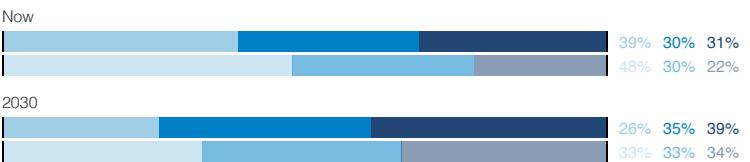
Human-machine frontier

Human-machine frontier

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

█ Human █ Global █ Combination █ Global █ Technology █ Global

ALL TASKS



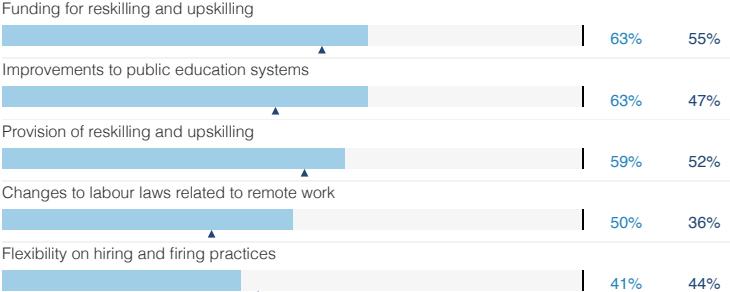
Public policy

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

ECONOMY GLOBAL



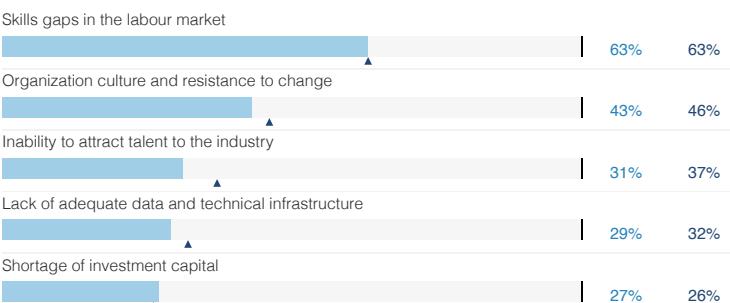
Key barriers for business transformation

Transformation barriers

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

█ 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

55% 36% 9%
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

33% | -100% █ Worsening █ Global average +100% █ Improving 33%

Talent development of existing workforce

3% | -100% █ Worsening █ Global average +100% █ Improving 78%

Talent retention of existing workforce

13% | -100% █ Worsening █ Global average +100% █ Improving 53%

DEI Actions

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

63 | Global 48

Targeted recruitment, retention and progression initiatives

56 | Global 42

Set DEI goals, targets or quotas

47 | 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

83 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

76 | Global 69

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

62 | Global 62

Hiring new people with skills to better work alongside AI

Spain

36.4

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	62%	Secondary Education Attainment	(2023)	55%
Vulnerable employment	(2022)	11%	Tertiary Education Attainment	(2023)	35%
Share of youth not in employment, education, or training (NEET)	(2023)	10%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate	(2023)	11%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2023)	16%	Country investment in mid-career training	(2022)	3
Unemployment rate among workers with advanced edu.	(2023)	7%			

Jobs and Skills outlook

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

86% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

95% | Global 88%

AI exposure

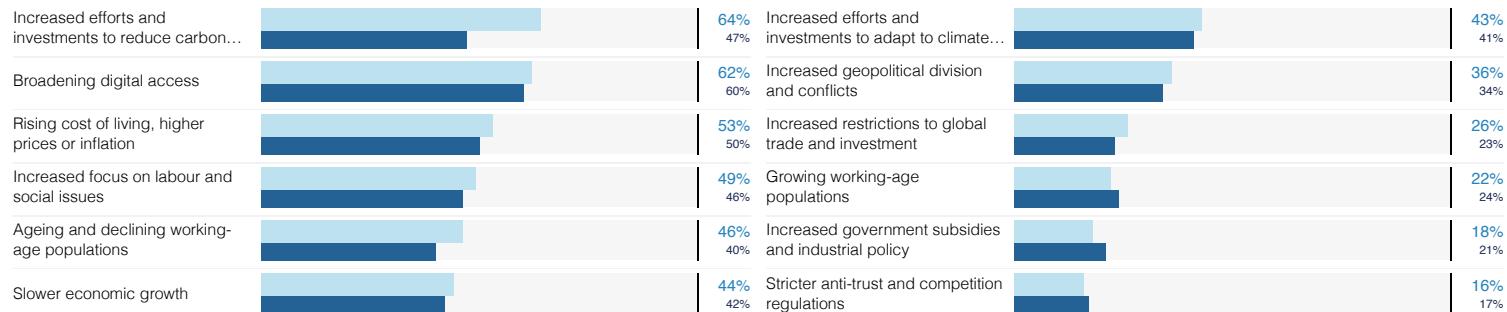
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

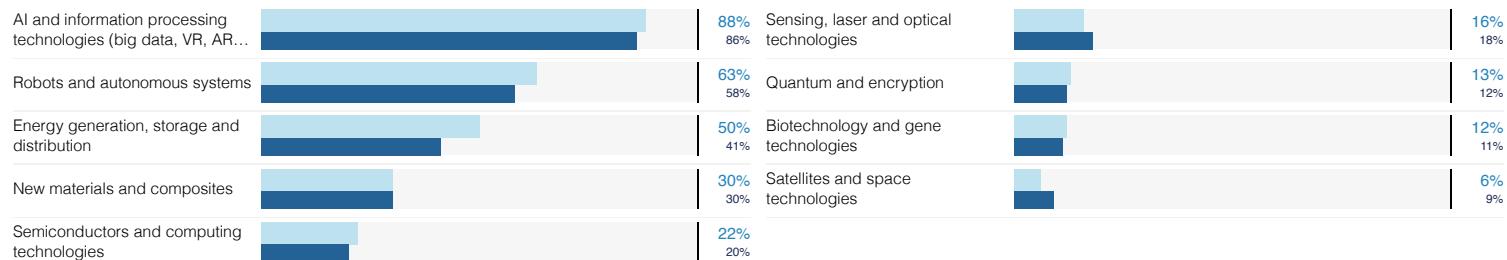


Technology trends

Technology trends driving business transformation

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

Economy | Global



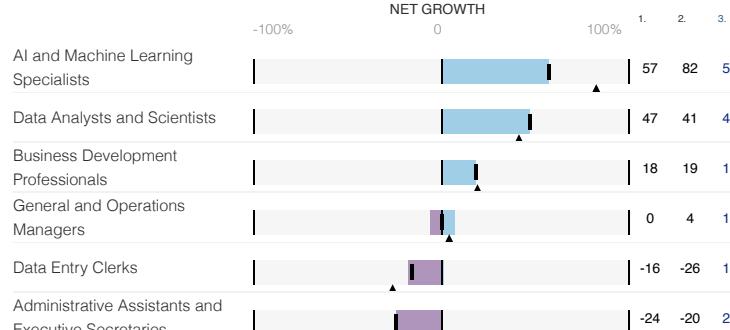
Jobs outlook

Key roles for business transformation

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

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

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

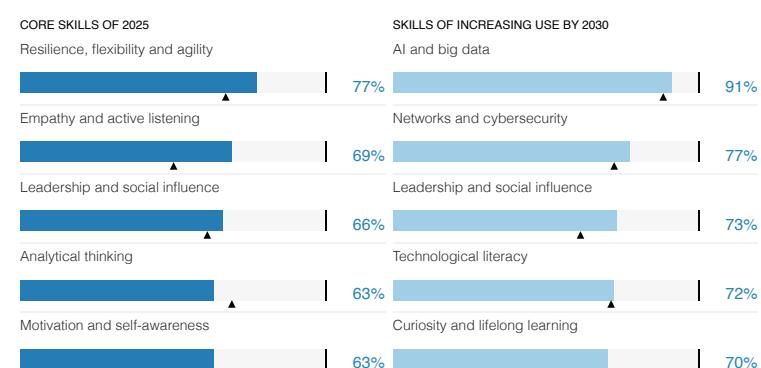


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

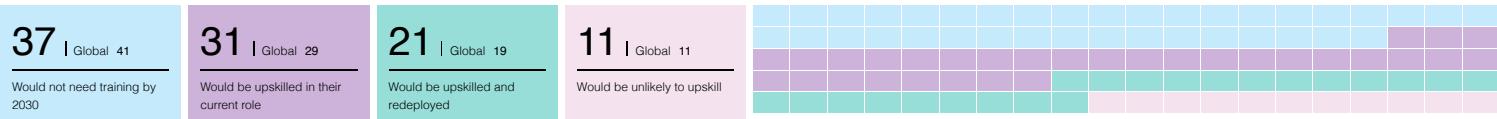
Economy | ▲ Global



Spain

36.4

Upskilling and reskilling outlook



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



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

64% 55%

Flexibility on hiring and firing practices

60% 44%

Provision of reskilling and upskilling

56% 52%

Changes to labour laws related to remote work

49% 36%

Flexibility on setting wages

49% 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

66% 63%

Outdated or inflexible regulatory framework

51% 39%

Organization culture and resistance to change

44% 46%

Inability to attract talent to the industry

42% 37%

Lack of adequate data and technical infrastructure

32% 32%

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

49% | -100% █ 31% | +100%

Talent development of existing workforce

3% | -100% █ 72% | +100%

Talent retention of existing workforce

20% | -100% █ 36% | +100%

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

54% 41% 5% 52% 41% 8%

DEI Actions

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

55 | Global 51

Run comprehensive DEI training for managers and staff

55 | Global 42

Set DEI goals, targets or quotas

50 | Global 48

Targeted recruitment, retention and progression initiatives

AI Strategy

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

79 | 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

Sweden

7.4

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	69%	Secondary Education Attainment	(2022)	84%
Vulnerable employment	(2022)	7%	Tertiary Education Attainment	(2022)	44%
Share of youth not in employment, education, or training (NEET)	(2023)	5%	Ease of finding skilled employees in local labour market	(2024)	5
Unemployment rate	(2023)	6%	Fill vacancies by hiring foreign labour	(2024)	5
Unemployment rate among workers with basic edu.	(2023)	18%	Country investment in mid-career training	(2022)	5
Unemployment rate among workers with advanced edu.	(2023)	4%			

Jobs and Skills outlook

10% | Global 22%

Labour-market churn

Five-year structural labour-force churn

34% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

91% | 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	60%	Slower economic growth	42%
Increased efforts and investments to reduce carbon...	47%	Increased geopolitical division and conflicts	34%
Rising cost of living, higher prices or inflation	50%	Increased restrictions to global trade and investment	23%
Ageing and declining working-age populations	40%	Stricter anti-trust and competition regulations	17%
Increased efforts and investments to adapt to climate...	41%	Increased focus on labour and social issues	46%
Growing working-age populations	24%	Increased government subsidies and industrial policy	21%

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...)	86%	Sensing, laser and optical technologies	18%
Robots and autonomous systems	58%	New materials and composites	30%
Energy generation, storage and distribution	41%	Quantum and encryption	12%
Semiconductors and computing technologies	20%	Satellites and space technologies	9%

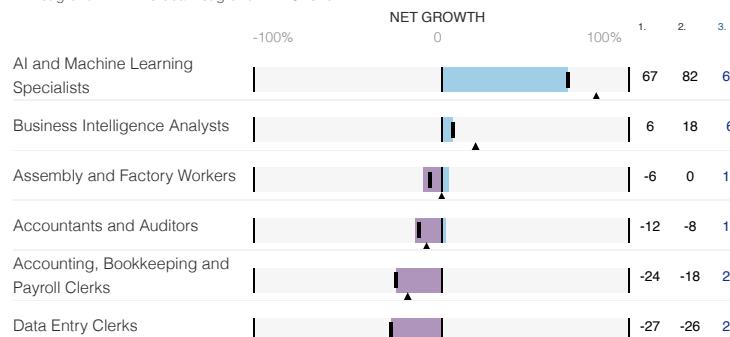
Jobs outlook

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



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	AI and big data
Analytical thinking	Resilience, flexibility and agility
Leadership and social influence	Curiosity and lifelong learning
Service orientation and customer service	Networks and cybersecurity
Technological literacy	Creative thinking