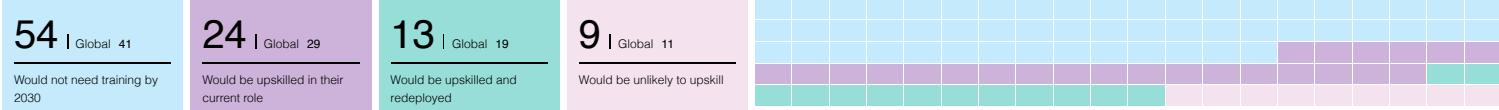


Kazakhstan

N/A

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

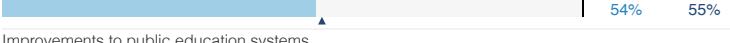
Public policies to improve talent availability

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

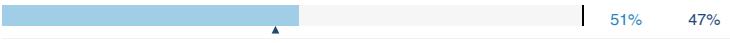
█ Economy ▲ Global

ECONOMY GLOBAL

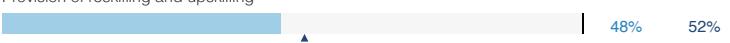
Funding for reskilling and upskilling



Improvements to public education systems



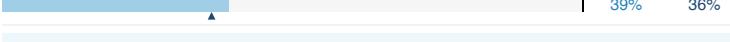
Provision of reskilling and upskilling



Flexibility on setting wages



Changes to labour laws related to remote work



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



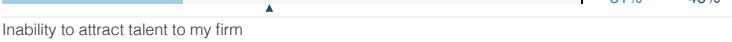
Shortage of investment capital



Lack of adequate data and technical infrastructure



Organization culture and resistance to change



Inability to attract talent to my firm



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

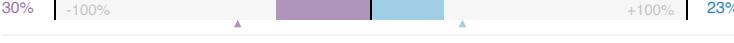
Talent availability outlook

Talent trend

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

█ Improving ▲ Global average █ Worsening ▲ Global average

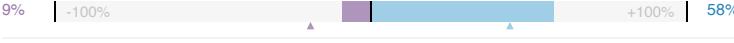
Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



DEI Actions

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

43 | Global 48

Targeted recruitment, retention and progression initiatives

40 | Global 39

Pay equity reviews and salary audits

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

57 | Global 69

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

55 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

49 | Global 41

Downsizing workforce where AI can replicate people's work

Korea, Republic of

40.9

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	69%	Secondary Education Attainment	(2023)	81%
Vulnerable employment	(2022)	19%	Tertiary Education Attainment	(2023)	49%
Share of youth not in employment, education, or training (NEET)	-	NA	Ease of finding skilled employees in local labour market	(2024)	5
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2023)	3%	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2023)	3%			

Jobs and Skills outlook

17% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | 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

Broadening digital access	71% 60%	Rising cost of living, higher prices or inflation	47% 50%
Increased geopolitical division and conflicts	71% 34%	Increased efforts and investments to adapt to climate...	41% 41%
Increased efforts and investments to reduce carbon...	65% 47%	Increased focus on labour and social issues	35% 46%
Slower economic growth	59% 42%	Growing working-age populations	24% 24%
Ageing and declining working-age populations	59% 40%	Increased government subsidies and industrial policy	18% 21%
Increased restrictions to global trade and investment	53% 23%	Stricter anti-trust and competition regulations	6% 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

AI and information processing technologies (big data, VR, AR...)	88% 86%	Energy generation, storage and distribution	35% 41%
Robots and autonomous systems	65% 58%	Quantum and encryption	29% 12%
New materials and composites	53% 30%	Biotechnology and gene technologies	24% 11%
Semiconductors and computing technologies	53% 20%	Satellites and space technologies	18% 9%
Sensing, laser and optical technologies	47% 18%		

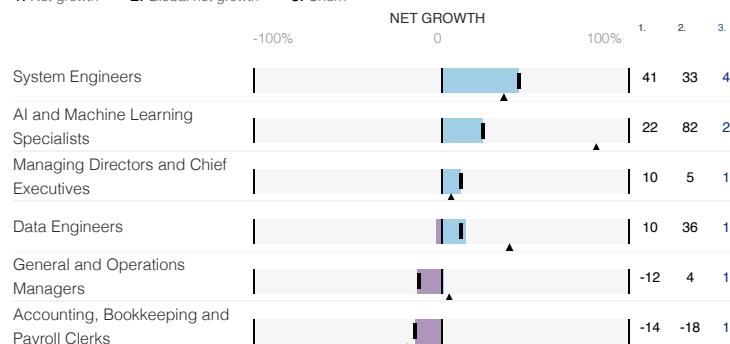
Jobs outlook

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

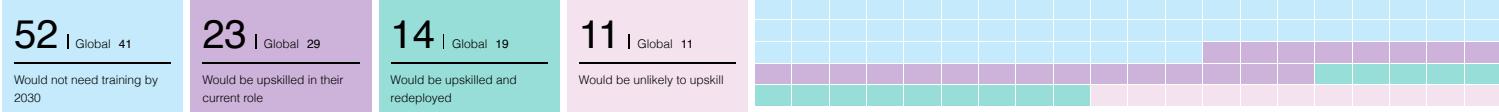
Economy | Global

CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030
Analytical thinking	Creative thinking
Creative thinking	AI and big data
Motivation and self-awareness	Leadership and social influence
Curiosity and lifelong learning	Systems thinking
Leadership and social influence	Networks and cybersecurity

Korea, Republic of

40.9

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



Key barriers for business transformation

Transformation barriers

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

█ Economy ▲ Global

ECONOMY GLOBAL

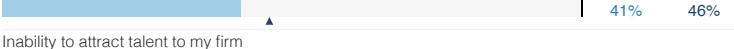
Inability to attract talent to the industry



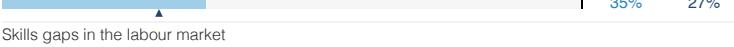
Lack of adequate data and technical infrastructure



Organization culture and resistance to change



Inability to attract talent to my firm



Skills gaps in the labour market



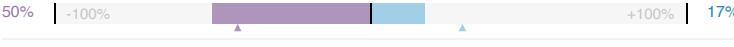
Talent availability outlook

Talent trend

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

█ Improving ▲ Global average █ Worsening ▲ Global average

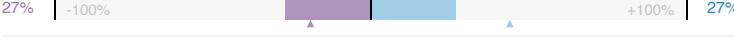
Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Public policy

Public policies to improve talent availability

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

█ Economy ▲ Global

ECONOMY GLOBAL

Flexibility on hiring and firing practices



Funding for reskilling and upskilling



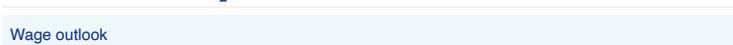
Provision of reskilling and upskilling



Changes to immigration laws



Flexibility on setting wages



Wage outlook

Wage trends

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

█ Growing █ Global █ Similar █ Global █ Declining █ Global

58% 42% 0%
52% 41% 8%

DEI Actions

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

75 | Global 51

Run comprehensive DEI training for managers and staff

50 | 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

100 | Global 69

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

89 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

78 | Global 49

Reorienting your organization to target new business opportunities created by AI

Latvia

1.4

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	65%	Secondary Education Attainment	(2023)	69%
Vulnerable employment	(2022)	9%	Tertiary Education Attainment	(2023)	37%
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)	6%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2023)	12%	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2023)	3%			

Jobs and Skills outlook

13% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

87% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

92% | Global 88%

AI exposure

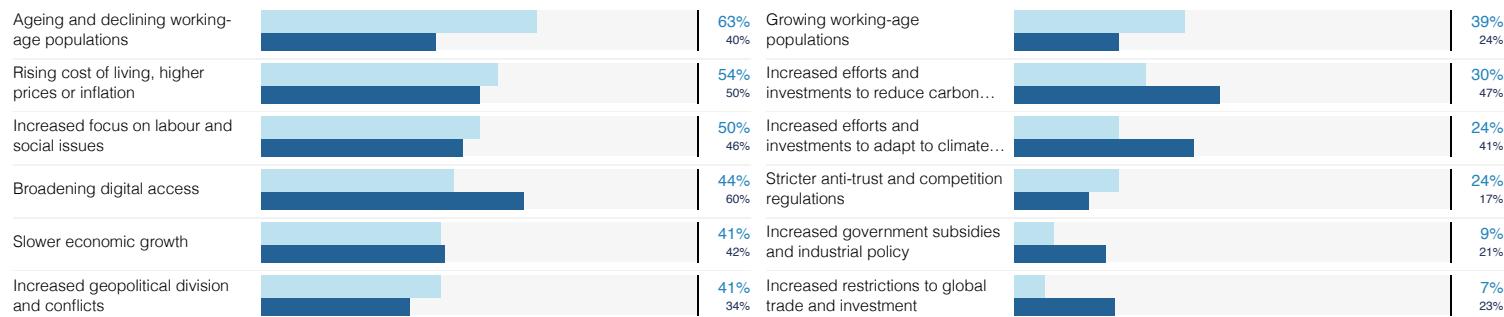
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

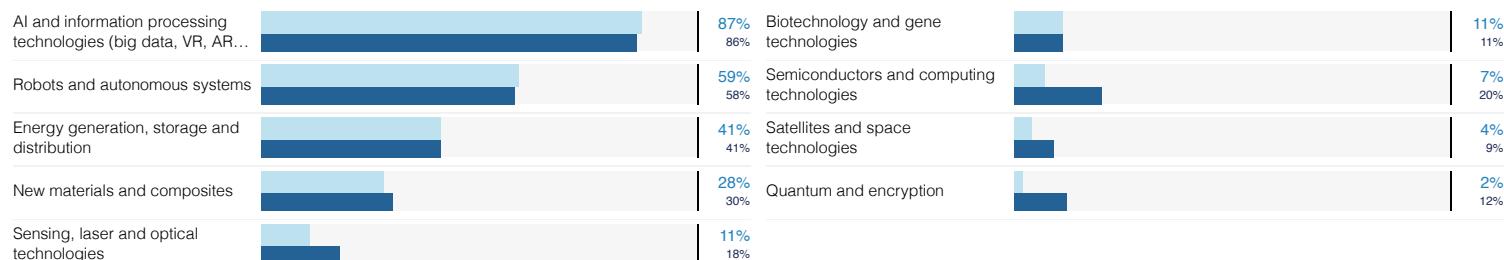


Technology trends

Technology trends driving business transformation

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

Economy Global



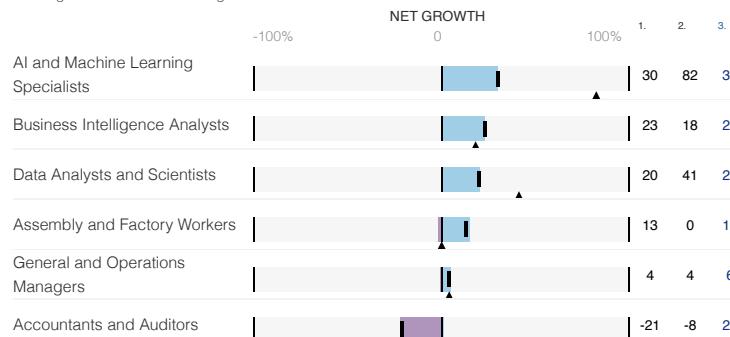
Jobs outlook

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

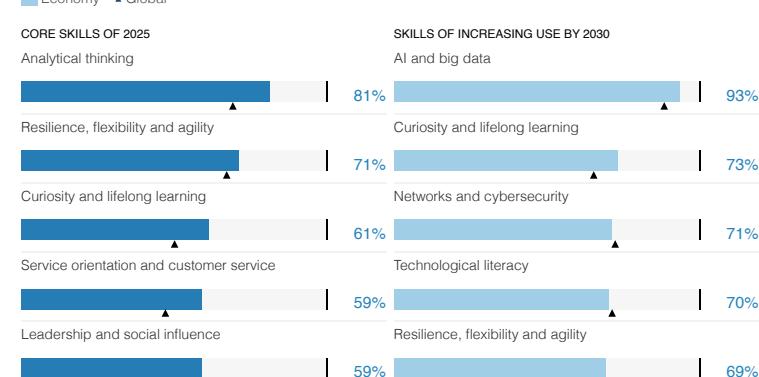


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

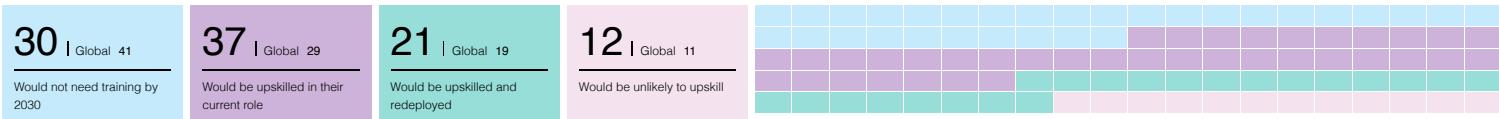
Economy ▲ Global



Latvia

1.4

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

Human	Global	Combination	Global	Technology	Global
47%	35%	17%			

2030

Human	Global	Combination	Global	Technology	Global
48%	30%	22%	30%	40%	30%
33%	33%	34%	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

Funding for reskilling and upskilling

ECONOMY GLOBAL

61% 55%

Flexibility on hiring and firing practices

42% 44%

Provision of reskilling and upskilling

42% 52%

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

ECONOMY GLOBAL

76% 63% 55% 40% 5% 52% 41% 8%

Organization culture and resistance to change

ECONOMY GLOBAL

52% 46% 52% 41% 8%

Inability to attract talent to the industry

ECONOMY GLOBAL

44% 37% 44% 37% 8%

Outdated or inflexible regulatory framework

ECONOMY GLOBAL

41% 39% 41% 39% 8%

Lack of adequate data and technical infrastructure

ECONOMY GLOBAL

30% 32% 30% 32% 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

71% | -100% ▲ Global average | +100% | 8%

Talent development of existing workforce

11% | -100% ▲ Global average | +100% | 53%

Talent retention of existing workforce

32% | -100% ▲ Global average | +100% | 34%

DEI Actions

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

53 | Global 51

Run comprehensive DEI training for managers and staff

53 | Global 39

Pay equity reviews and salary audits

37 | 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

74 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI tools and enhancements appropriate for the organization-specific skills

53 | Global 69

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

53 | Global 47

Transitioning people from jobs that AI will cause to decline, to other roles within your organization

Lithuania

2.2

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	67%	Secondary Education Attainment	(2022)	92%
Vulnerable employment	(2022)	11%	Tertiary Education Attainment	(2022)	41%
Share of youth not in employment, education, or training (NEET)	(2023)	14%	Ease of finding skilled employees in local labour market	(2023)	3
Unemployment rate	(2023)	6%	Fill vacancies by hiring foreign labour	(2023)	3
Unemployment rate among workers with basic edu.	(2023)	17%	Country investment in mid-career training	(2022)	5
Unemployment rate among workers with advanced edu.	(2023)	4%			

Jobs and Skills outlook

14% | Global 22%

Labour-market churn

Five-year structural labour-force churn

35% | Global 39%

Skill disruption

Shares of core skills which will change

79% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

95% | Global 88%

AI exposure

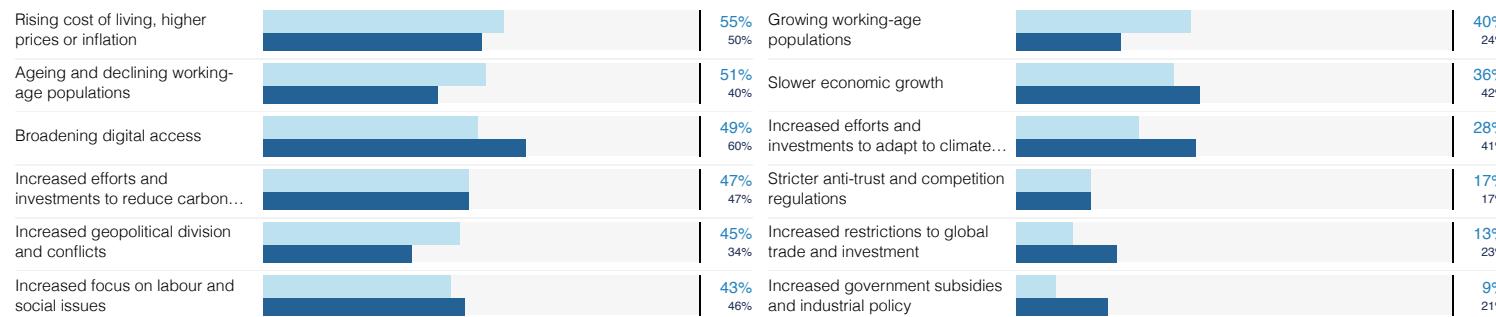
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

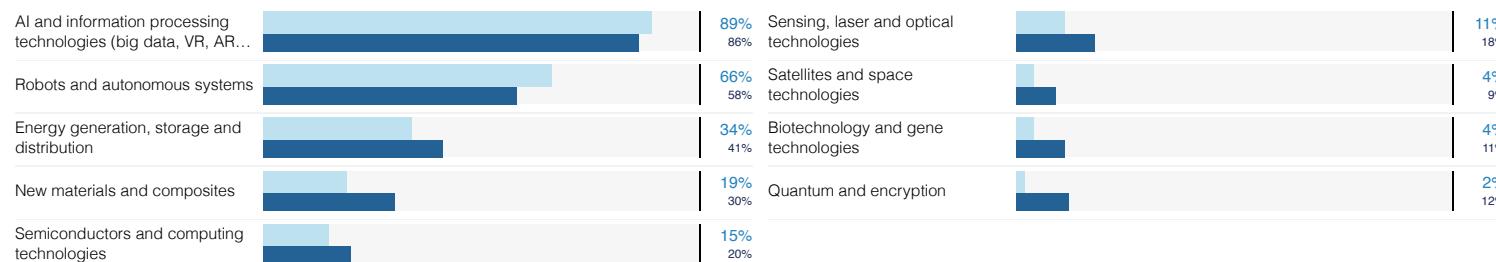


Technology trends

Technology trends driving business transformation

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

Economy | Global

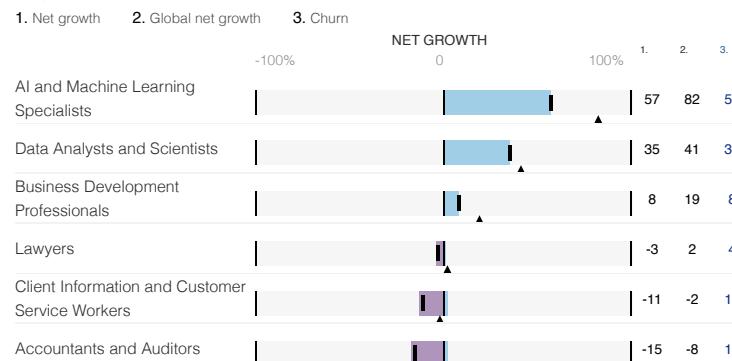


Jobs outlook

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

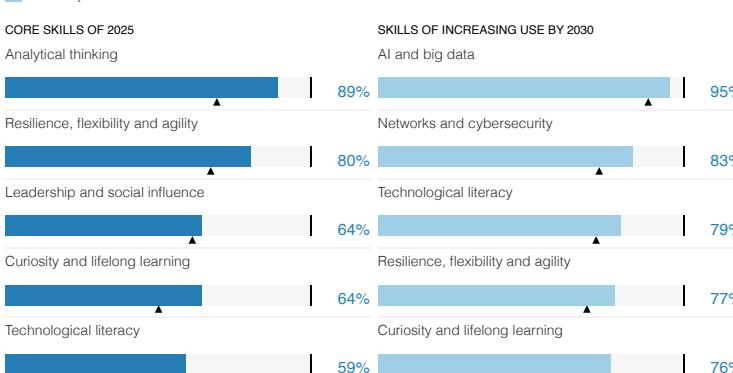


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

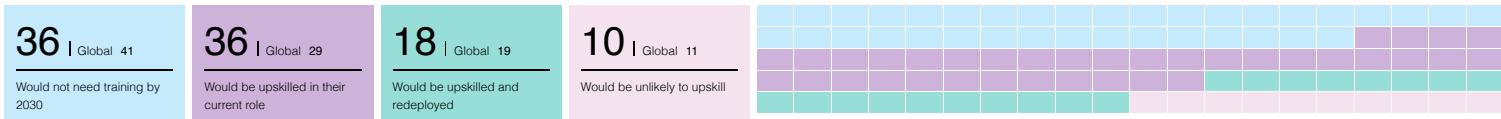
Economy | Global



Lithuania

2.2

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

Key barriers for business transformation

Transformation barriers

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

█ Economy ▲ Global

ECONOMY GLOBAL

Skills gaps in the labour market



Organization culture and resistance to change



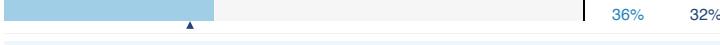
Inability to attract talent to the industry



Outdated or inflexible regulatory framework



Lack of adequate data and technical infrastructure



Talent availability outlook

Talent trend

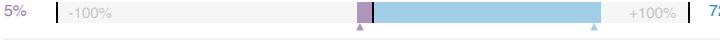
Share of respondents who expect their talent availability to improve or worsen in five years

█ Improving ▲ Global average █ Worsening ▲ Global average

Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Public policy

Public policies to improve talent availability

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

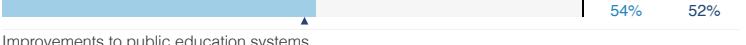
█ Economy ▲ Global

ECONOMY GLOBAL

Funding for reskilling and upskilling



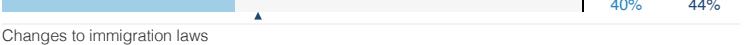
Provision of reskilling and upskilling



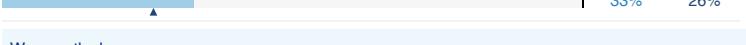
Improvements to public education systems



Flexibility on hiring and firing practices



Changes to immigration laws



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

61% 37% 2%
52% 41% 8%

DEI Actions

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

54 | Global 39

Pay equity reviews and salary audits

47 | Global 48

Targeted recruitment, retention and progression initiatives

44 | 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

86 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

63 | 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

Malaysia

17.2

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2022)	77%	Secondary Education Attainment	(2022)	70%
Vulnerable employment	(2022)	22%	Tertiary Education Attainment	(2022)	23%
Share of youth not in employment, education, or training (NEET)	(2022)	10%	Ease of finding skilled employees in local labour market	(2024)	5
Unemployment rate	(2022)	2%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2022)	3%	Country investment in mid-career training	(2022)	5
Unemployment rate among workers with advanced edu.	(2022)	2%			

Jobs and Skills outlook

11% | Global 22%

Labour-market churn

Five-year structural labour-force churn

41% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

AI exposure

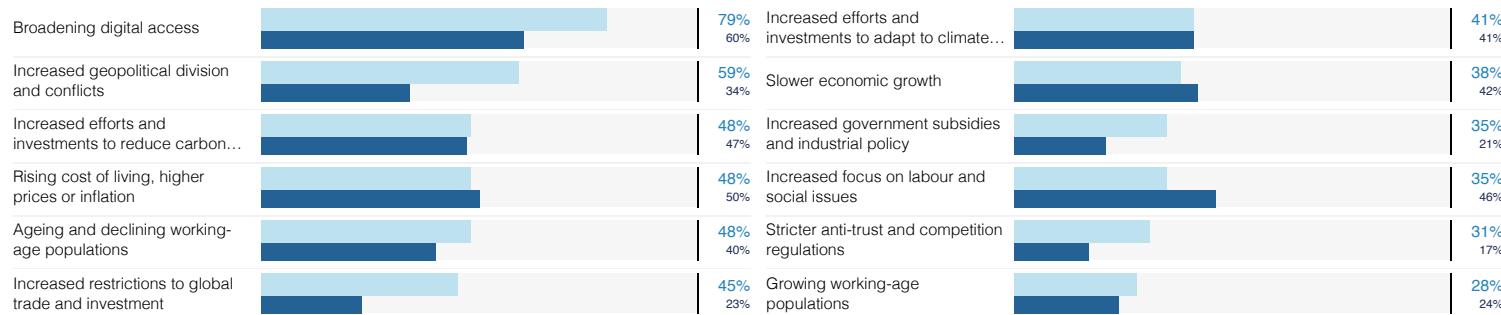
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

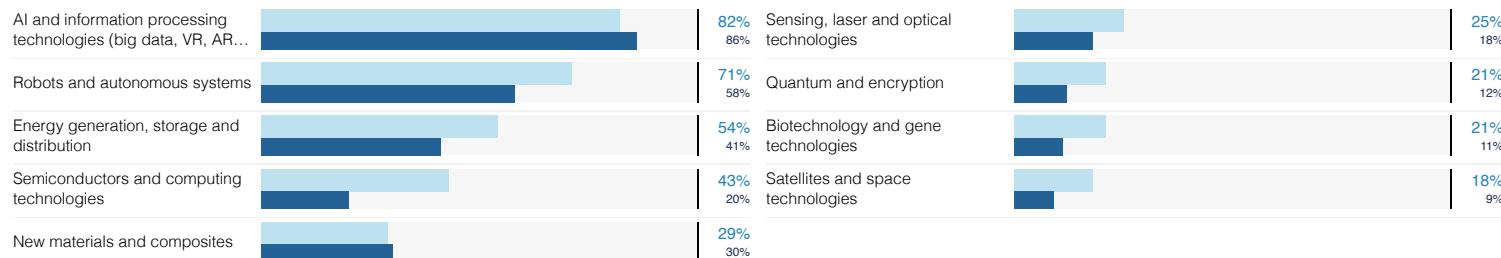


Technology trends

Technology trends driving business transformation

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

Economy | Global



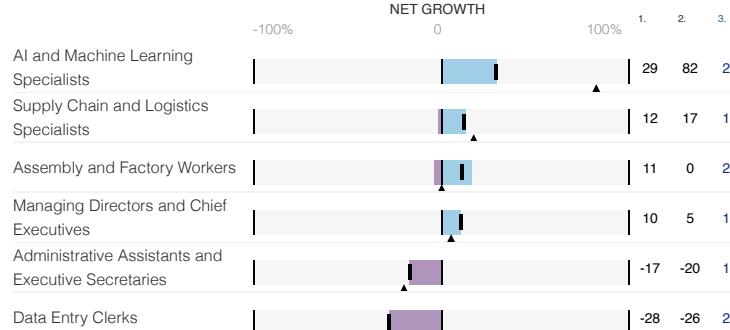
Jobs outlook

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

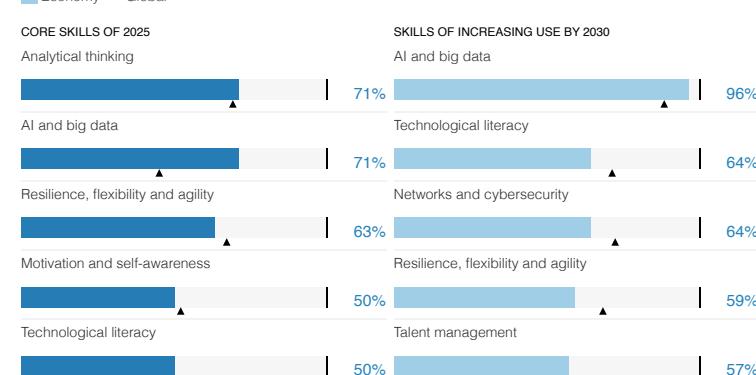


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

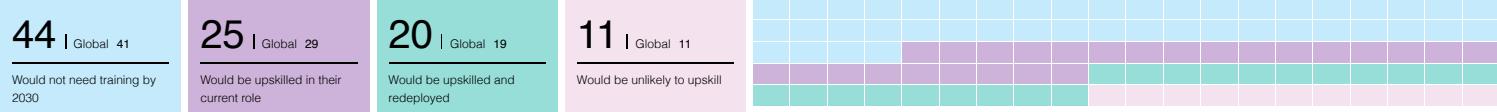
Economy | ▲ Global



Malaysia

17.2

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

70% 55%

Provision of reskilling and upskilling

55% 52%

Flexibility on setting wages

35% 38%

Flexibility on hiring and firing practices

35% 44%

Improvements to public education systems

30% 47%

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

41% 39%

Inability to attract talent to the industry

35% 37%

Lack of adequate data and technical infrastructure

35% 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



Talent development of existing workforce



Talent retention of existing workforce



DEI Actions

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

75 | Global 48

Targeted recruitment, retention and progression initiatives

55 | Global 39

Pay equity reviews and salary audits

55 | 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

72 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

67 | Global 69

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

67 | Global 49

Reorienting your organization to target new business opportunities created by AI

Mexico

78.5

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	65%	Secondary Education Attainment	(2023)	41%
Vulnerable employment	(2022)	27%	Tertiary Education Attainment	(2023)	19%
Share of youth not in employment, education, or training (NEET)	(2023)	16%	Ease of finding skilled employees in local labour market	(2024)	5
Unemployment rate	(2023)	2%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2023)	2%	Country investment in mid-career training	(2022)	2
Unemployment rate among workers with advanced edu.	(2023)	3%			

Jobs and Skills outlook

16% | Global 22%

Labour-market churn

Five-year structural labour-force churn

40% | 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

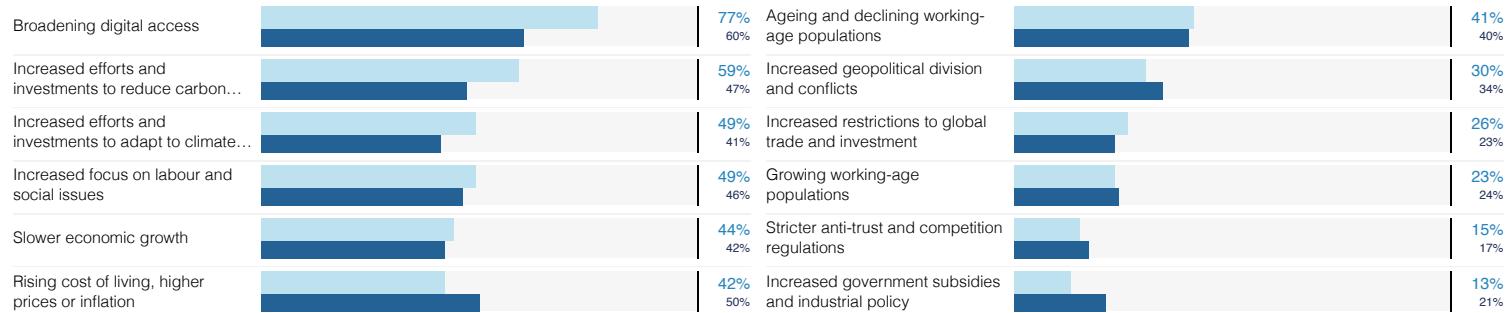
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

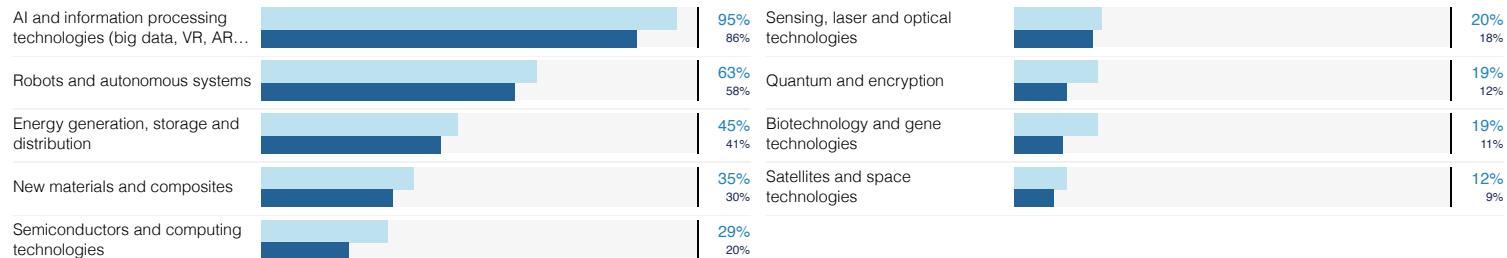


Technology trends

Technology trends driving business transformation

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

Economy | Global



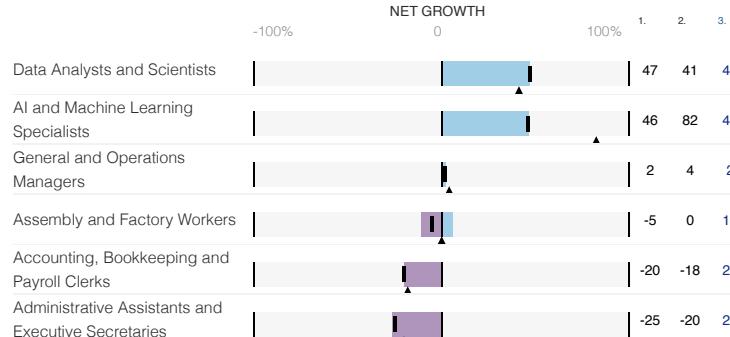
Jobs outlook

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

