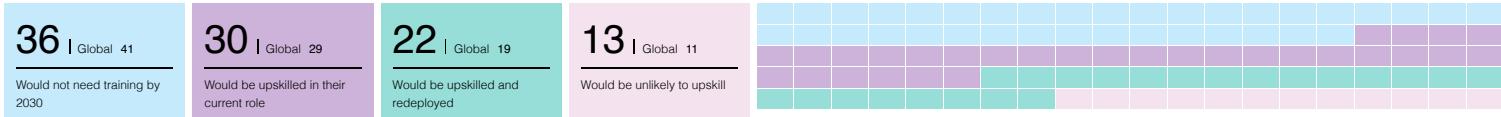


# Indonesia

167.6

## Upskilling and reskilling outlook



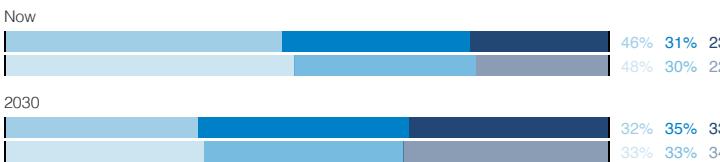
## Human-machine frontier

### Human-machine frontier

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

Human Global Combination Global Technology Global

ALL TASKS



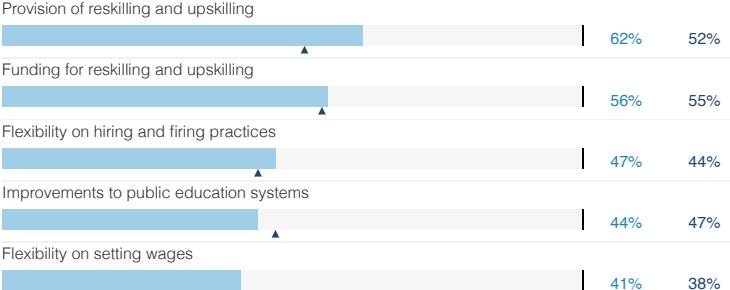
## Public policy

### 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



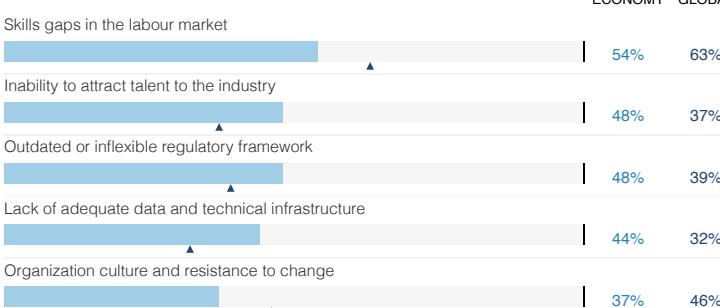
## Key barriers for business transformation

### 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

ECONOMY 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

41% | -100% ▲ Global average ▼ Worsening | +100% ▲ Improving | 26%

#### Talent development of existing workforce

3% | -100% ▲ Global average ▼ Worsening | +100% ▲ Improving | 74%

#### Talent retention of existing workforce

24% | -100% ▲ Global average ▼ Worsening | +100% ▲ Improving | 44%

## DEI Actions

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

**62** | 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

**94** | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

**74** | Global 69

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

**65** | Global 62

Hiring new people with skills to better work alongside AI

# Ireland

3.6

## Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	68%	Secondary Education Attainment	(2022)	80%
Vulnerable employment	(2022)	10%	Tertiary Education Attainment	(2022)	47%
Share of youth not in employment, education, or training (NEET)	(2023)	6%	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)	6%	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2023)	3%			

## Jobs and Skills outlook

10% | 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

93% | Global 88%

**AI exposure**

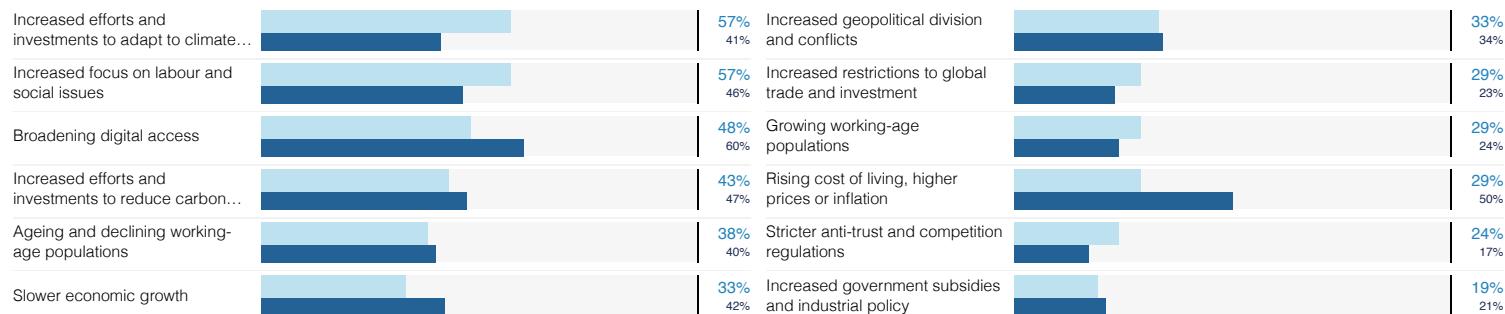
Share of organizations running AI programmes

## Trend outlook

### Macrotrends driving business transformation

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

Economy    Global

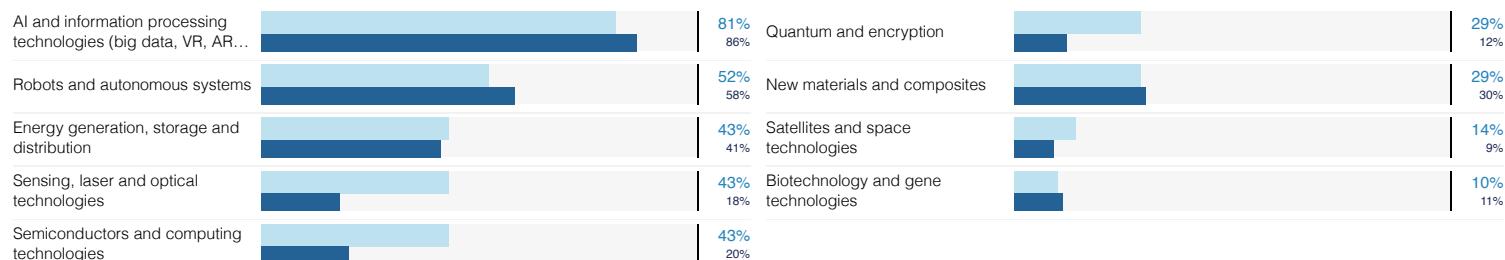


## Technology trends

### Technology trends driving business transformation

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

Economy    Global



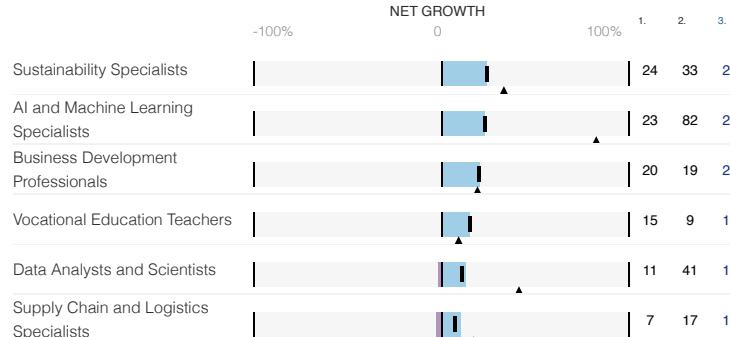
## Jobs outlook

### 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

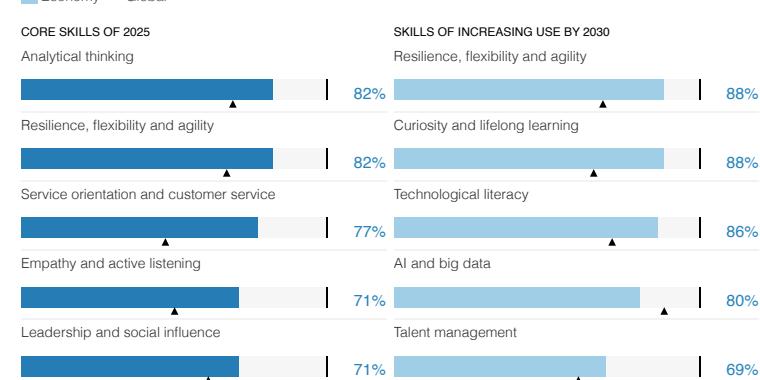


## Skill outlook

### Skills of increasing use by 2030

Skills of the most increase in use by 2030

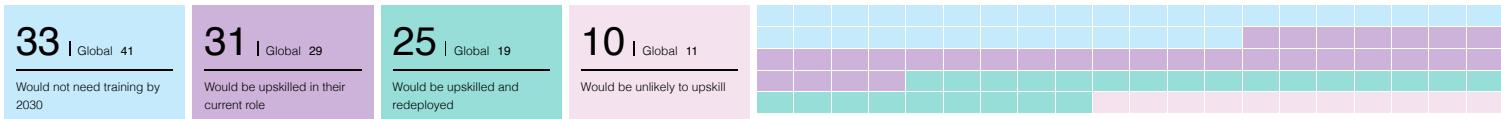
Economy    ▲ Global



# Ireland

3.6

## 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

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

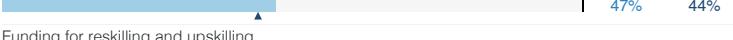
█ Economy   █ Global

ECONOMY   GLOBAL

Improvements to public education systems



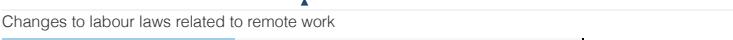
Flexibility on hiring and firing practices



Funding for reskilling and upskilling



Provision of reskilling and upskilling



## 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   DECLINING

## 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



Inability to attract talent to my firm



Inability to attract talent to the industry



Organization culture and resistance to change



Shortage of investment capital



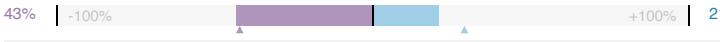
## Talent availability outlook

### 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

**73** | Global 39

Pay equity reviews and salary audits

**60** | Global 51

Run comprehensive DEI training for managers and staff

**53** | 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

**86** | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

**71** | Global 69

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

**71** | Global 49

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

# Israel

5.5

## Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	69%	Secondary Education Attainment	(2022)	85%
Vulnerable employment	(2022)	8%	Tertiary Education Attainment	(2022)	38%
Share of youth not in employment, education, or training (NEET)	(2023)	15%	Ease of finding skilled employees in local labour market	(2024)	6
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2023)	5%	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2023)	2%			

## Jobs and Skills outlook

20% | Global 22%

**Labour-market churn**

Five-year structural labour-force churn

43% | Global 39%

**Skill disruption**

Shares of core skills which will change

86% | Global 83%

**Organizations with DEI priorities**

Share of organizations with DEI priorities

96% | Global 88%

**AI exposure**

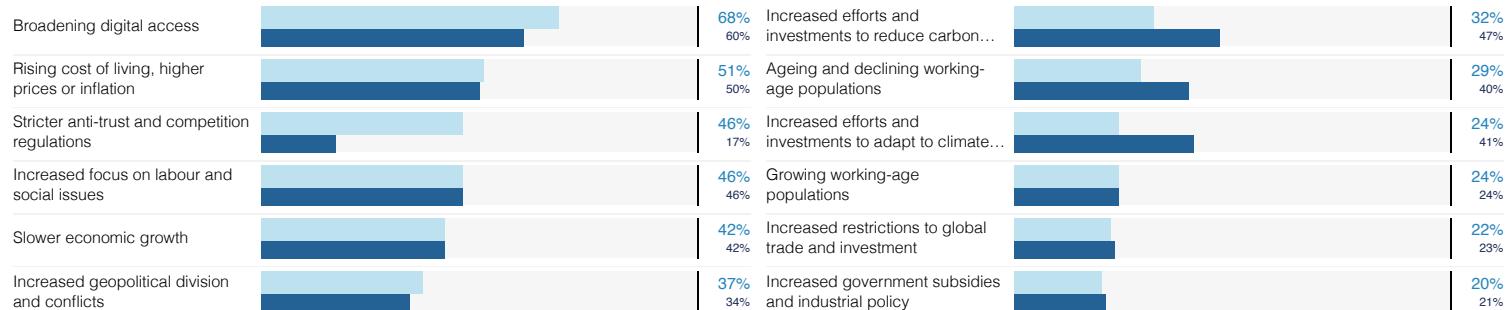
Share of organizations running AI programmes

## Trend outlook

### Macrotrends driving business transformation

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

Economy | Global

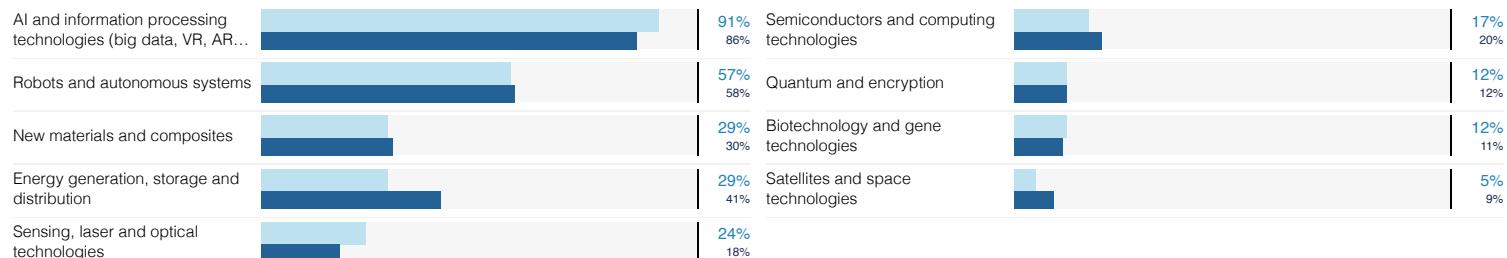


## Technology trends

### Technology trends driving business transformation

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

Economy | Global



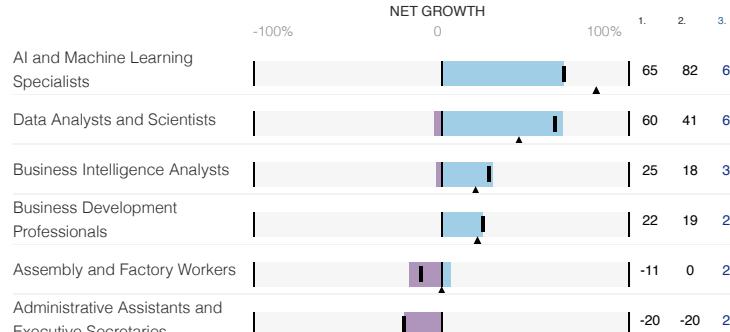
## Jobs outlook

### 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

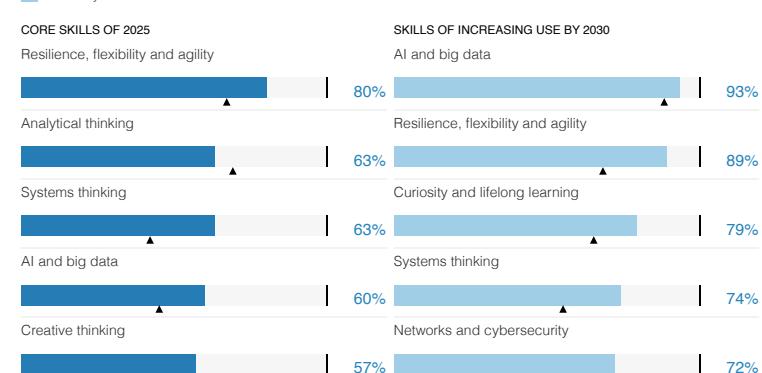


## Skill outlook

### Skills of increasing use by 2030

Skills of the most increase in use by 2030

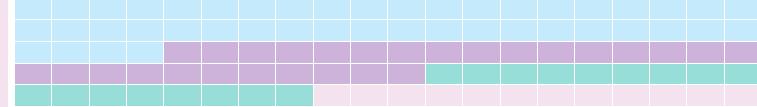
Economy | Global



# Israel

5.5

## Upskilling and reskilling outlook



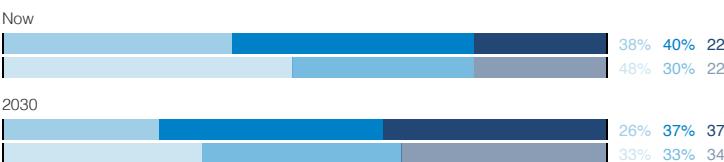
## Human-machine frontier

### Human-machine frontier

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

Human Global Combination Global Technology Global

ALL TASKS



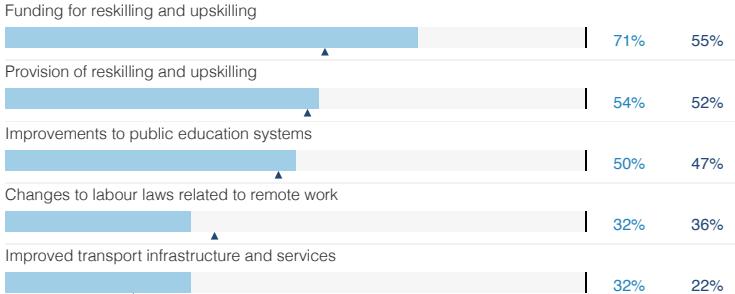
## Public policy

### 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



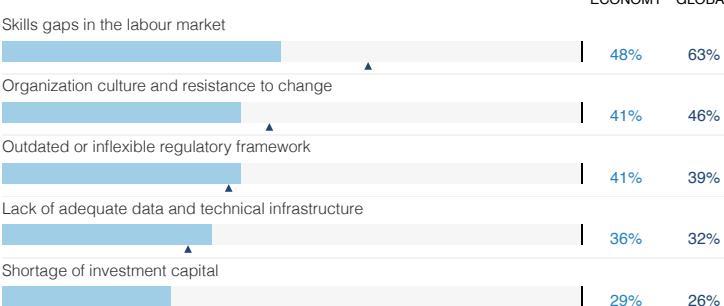
## Key barriers for business transformation

### 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

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

40% | -100% ▲ Global average | +100% | 17% ▲ Global average

#### Talent development of existing workforce

3% | -100% ▲ Global average | +100% | 52% ▲ Global average

#### Talent retention of existing workforce

17% | -100% ▲ Global average | +100% | 38% ▲ Global average

## DEI Actions

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

**66** | Global 48

Targeted recruitment, retention and progression initiatives

**59** | Global 51

Run comprehensive DEI training for managers and staff

**48** | 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

**96** | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

**80** | Global 69

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

**80** | Global 49

Reorienting your organization to target new business opportunities created by AI

# Italy

45.4

## Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	53%	Secondary Education Attainment	(2022)	53%
Vulnerable employment	(2022)	15%	Tertiary Education Attainment	(2022)	17%
Share of youth not in employment, education, or training (NEET)	(2023)	13%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate	(2023)	7%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2023)	10%	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2023)	4%			

## Jobs and Skills outlook

18% | Global 22%

## Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

## Skill disruption

Shares of core skills which will change

88% | Global 83%

## Organizations with DEI priorities

Share of organizations with DEI priorities

96% | Global 88%

## AI exposure

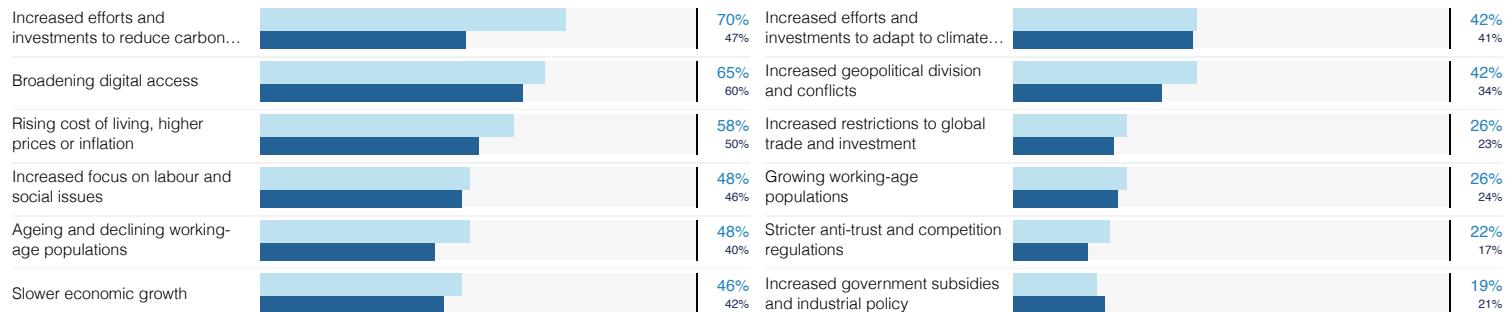
Share of organizations running AI programmes

## Trend outlook

### Macrotrends driving business transformation

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

Economy | Global

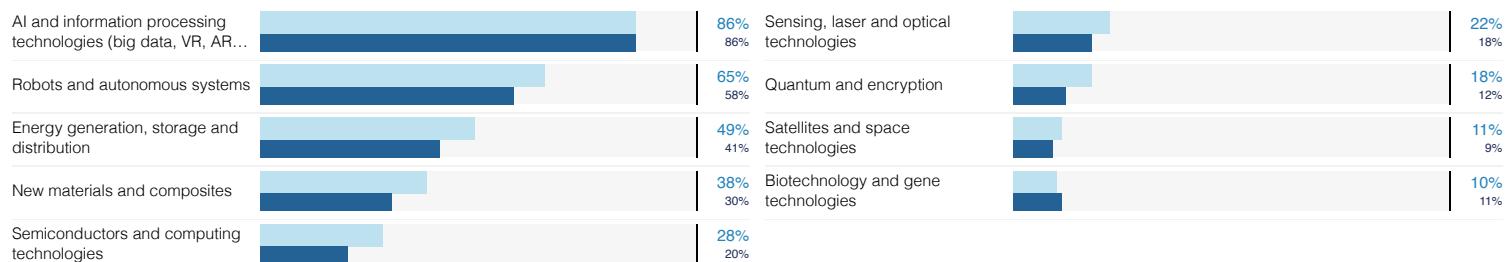


## Technology trends

### Technology trends driving business transformation

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

Economy | Global



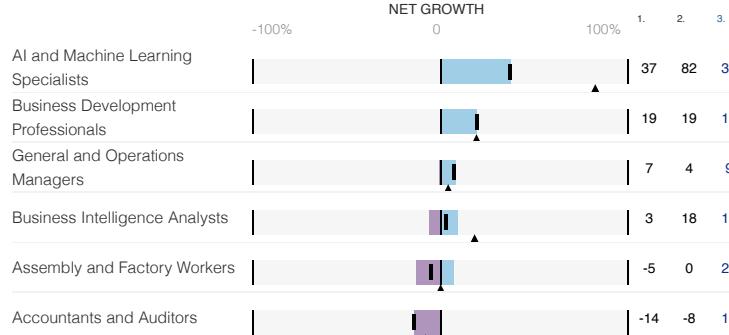
## Jobs outlook

### 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

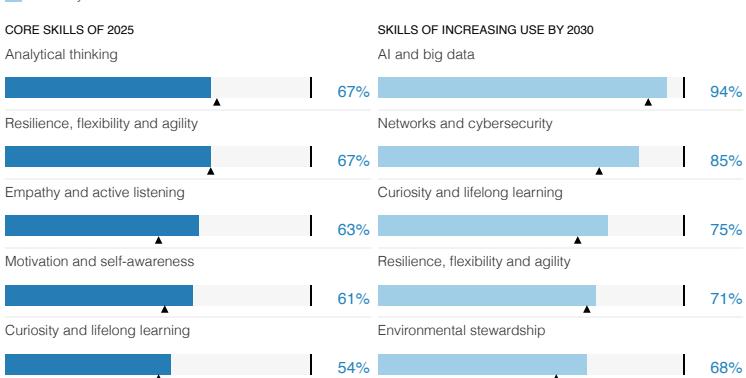


## Skill outlook

### Skills of increasing use by 2030

Skills of the most increase in use by 2030

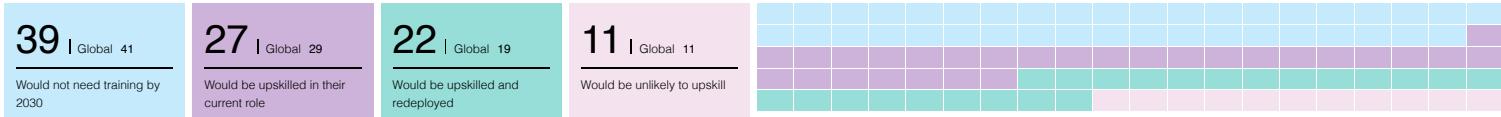
Economy | ▲ Global



# Italy

45.4

## Upskilling and reskilling outlook



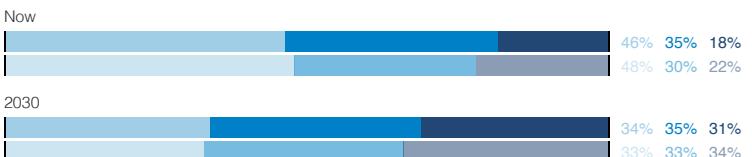
## Human-machine frontier

### Human-machine frontier

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

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

ALL TASKS



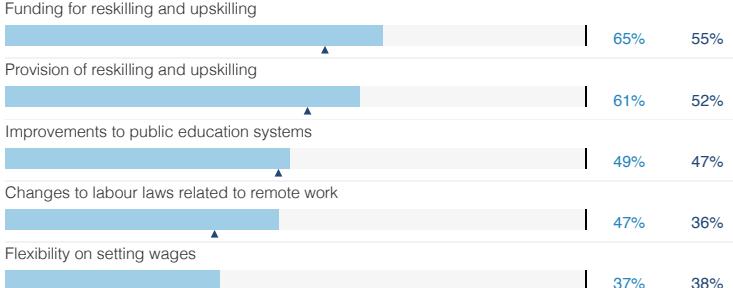
### Public policy

#### 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



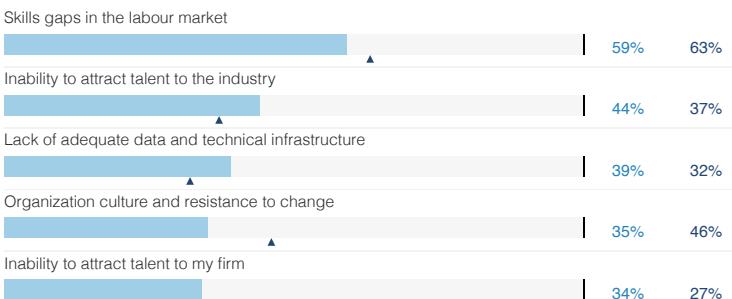
## Key barriers for business transformation

### 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

GROWING DECLINING



## 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

52% | -100% ▲ Worsening | █ Improving | +100% | 29% ▲ Global average

#### Talent development of existing workforce

2% | -100% ▲ Worsening | █ Improving | +100% | 77% ▲ Global average

#### Talent retention of existing workforce

11% | -100% ▲ Worsening | █ Improving | +100% | 43% ▲ Global average

### DEI Actions

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

57 | Global 51

Run comprehensive DEI training for managers and staff

53 | Global 48

Targeted recruitment, retention and progression initiatives

47 | Global 33

Anti-harassment protocols

### 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

75 | Global 69

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

66 | Global 62

Hiring new people with skills to better work alongside AI

# Japan

98.4

## Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	64%	Secondary Education Attainment	(2020)	85%
Vulnerable employment	(2022)	8%	Tertiary Education Attainment	-	NA
Share of youth not in employment, education, or training (NEET)	(2019)	3%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate	(2023)	2%	Fill vacancies by hiring foreign labour	(2024)	3
Unemployment rate among workers with basic edu.	-	NA	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2020)	2%			

## Jobs and Skills outlook

22% | Global 22%

**Labour-market churn**

Five-year structural labour-force churn

34% | Global 39%

**Skill disruption**

Shares of core skills which will change

96% | Global 83%

**Organizations with DEI priorities**

Share of organizations with DEI priorities

90% | Global 88%

**AI exposure**

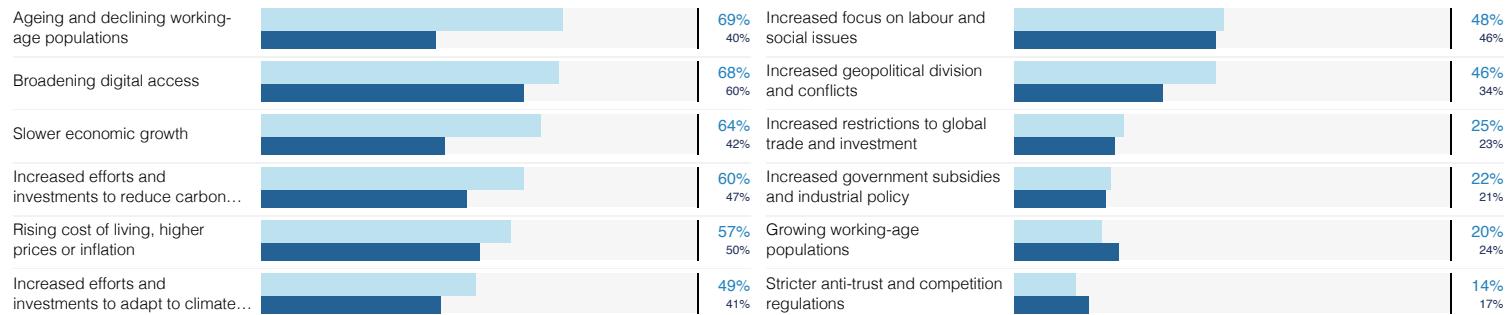
Share of organizations running AI programmes

## Trend outlook

### Macrotrends driving business transformation

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

Economy | Global

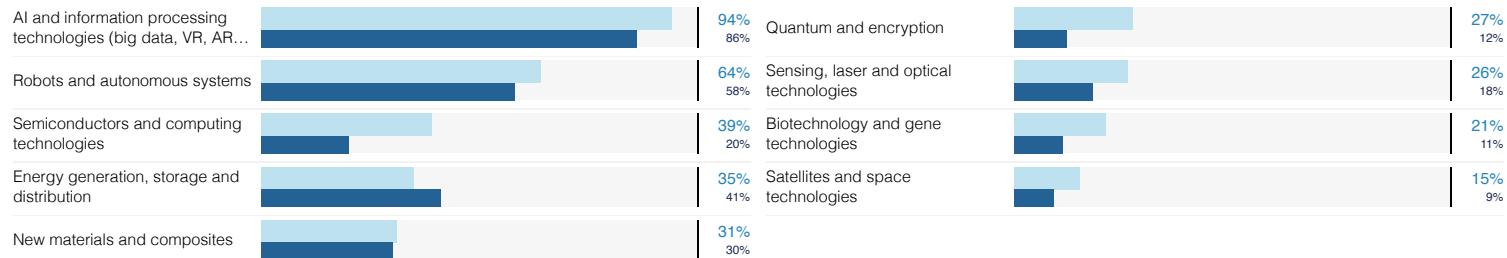


## Technology trends

### Technology trends driving business transformation

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

Economy | Global



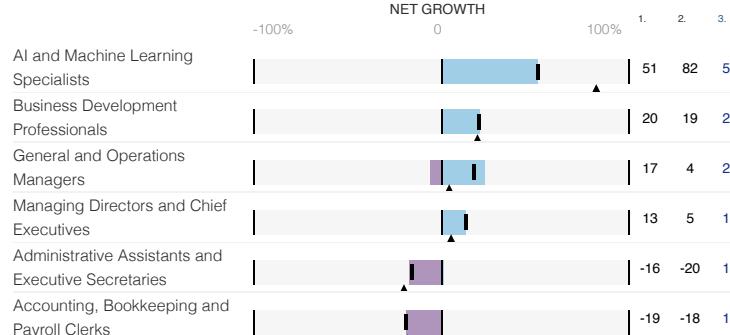
## Jobs outlook

### 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

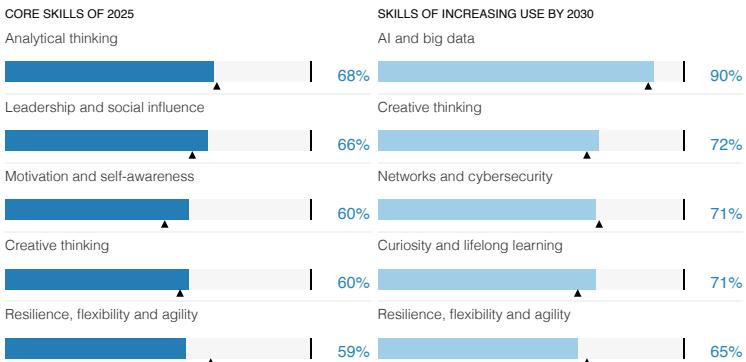


## Skill outlook

### Skills of increasing use by 2030

Skills of the most increase in use by 2030

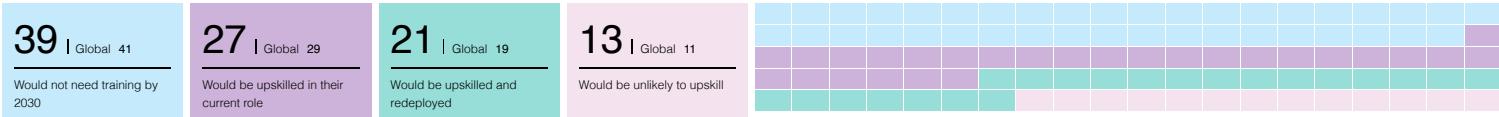
Economy | Global



# Japan

98.4

## 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

Provision of reskilling and upskilling

58% 52%

Funding for reskilling and upskilling

53% 55%

Flexibility on hiring and firing practices

51% 44%

Flexibility on setting wages

43% 38%

Improvements to public education systems

36% 47%

## Key barriers for business transformation

### Transformation barriers

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

█ Economy █ Global

ECONOMY GLOBAL

Organization culture and resistance to change

55% 46%

Inability to attract talent to the industry

49% 37%

Skills gaps in the labour market

41% 63%

Insufficient understanding of opportunities

38% 25%

Lack of adequate data and technical infrastructure

36% 32%

## 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

46% 50% 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

47% | -100% █ 23% | +100%

Talent development of existing workforce

0% | -100% █ 80% | +100%

Talent retention of existing workforce

18% | -100% █ 30% | +100%

## DEI Actions

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

65 | Global 51

Run comprehensive DEI training for managers and staff

45 | Global 42

Set DEI goals, targets or quotas

45 | 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

88 | 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

# Kazakhstan

N/A

## Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	-	NA	Secondary Education Attainment (2019)	94%	94%
Vulnerable employment	(2022)	24%	Tertiary Education Attainment	-	NA
Share of youth not in employment, education, or training (NEET)	-	NA	Ease of finding skilled employees in local labour market (2024)	4	4
Unemployment rate	(2022)	5%	Fill vacancies by hiring foreign labour (2024)	4	4
Unemployment rate among workers with basic edu.	-	NA	Country investment in mid-career training	3	3
Unemployment rate among workers with advanced edu.	-	NA			

## Jobs and Skills outlook

19% | Global 22%

## Labour-market churn

Five-year structural labour-force churn

40% | Global 39%

## Skill disruption

Shares of core skills which will change

69% | Global 83%

## Organizations with DEI priorities

Share of organizations with DEI priorities

63% | Global 88%

## AI exposure

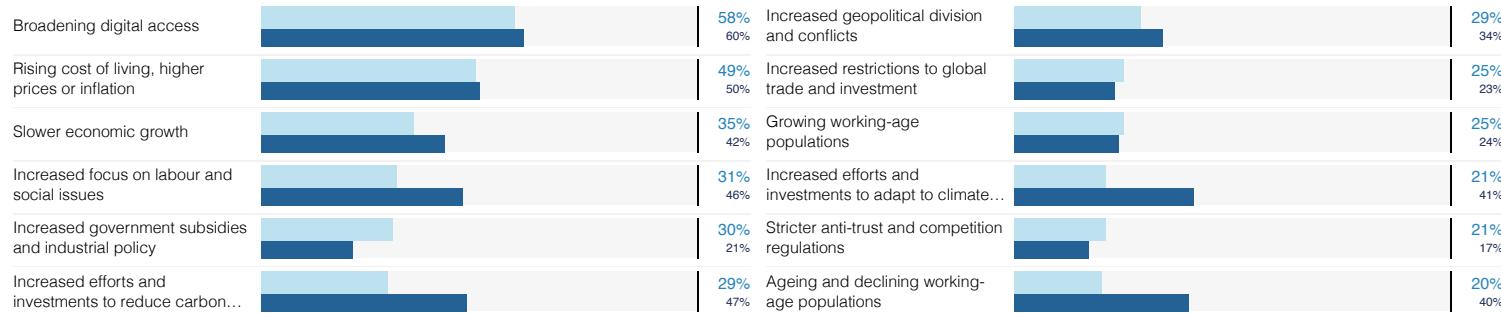
Share of organizations running AI programmes

## Trend outlook

### Macrotrends driving business transformation

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

Economy | Global

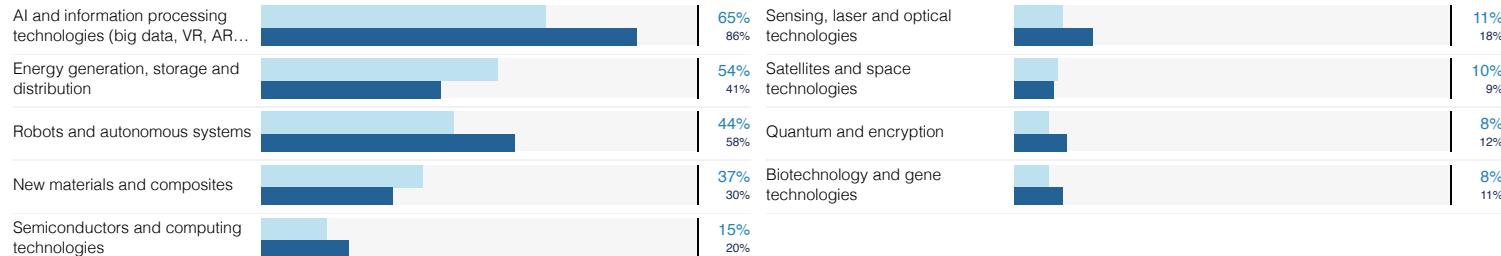


## Technology trends

### Technology trends driving business transformation

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

Economy | Global



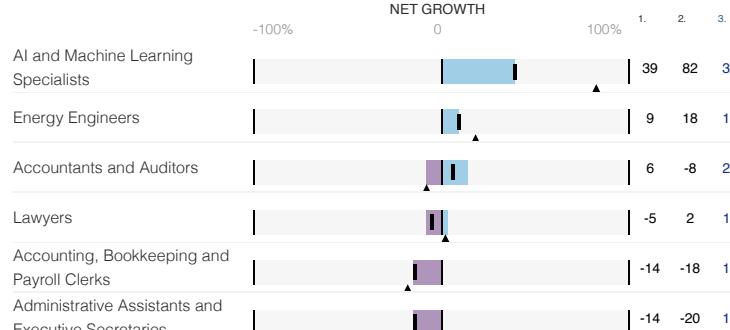
## Jobs outlook

### 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

