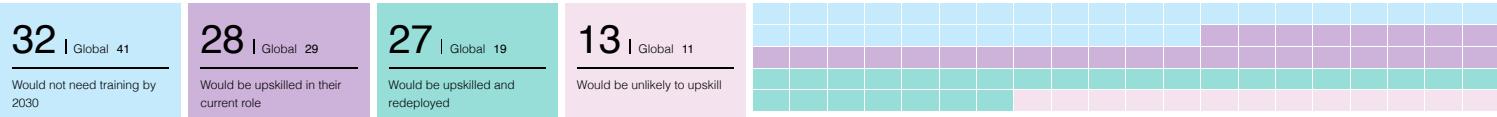


Philippines

56.5

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

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

Flexibility on hiring and firing practices

57% 44%

Provision of reskilling and upskilling

52% 52%

Funding for reskilling and upskilling

48% 55%

Improvements to public education systems

48% 47%

Changes to immigration laws

44% 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



Lack of adequate data and technical infrastructure



Inability to attract talent to the industry



Organization culture and resistance to change



Insufficient understanding of opportunities



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

58 | Global 51

Run comprehensive DEI training for managers and staff

58 | Global 42

Set DEI goals, targets or quotas

58 | 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

96 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

73 | Global 69

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

68 | Global 49

Reorienting your organization to target new business opportunities created by AI

Poland

26.5

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	62%	Secondary Education Attainment	(2023)	67%
Vulnerable employment	(2022)	16%	Tertiary Education Attainment	(2023)	32%
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)	2%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2023)	4%	Country investment in mid-career training	(2022)	3
Unemployment rate among workers with advanced edu.	(2023)	1%			

Jobs and Skills outlook

16% | Global 22%

Labour-market churn

Five-year structural labour-force churn

31% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

93% | Global 88%

AI exposure

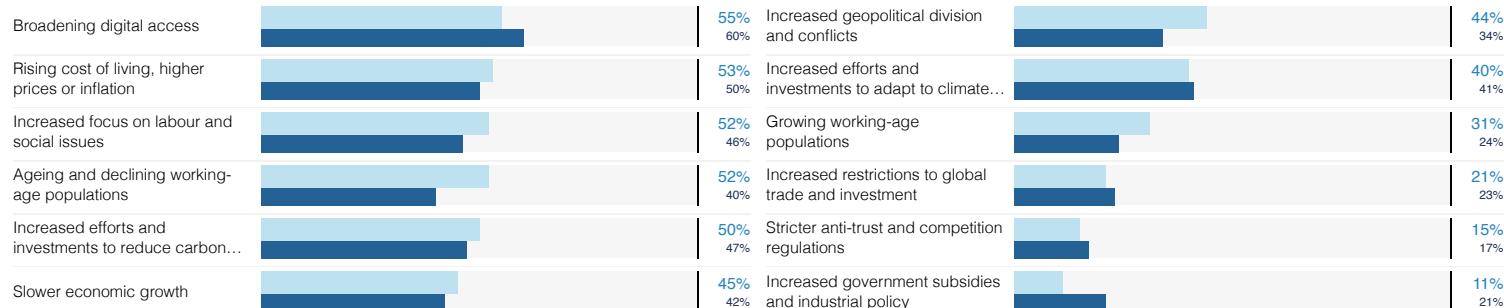
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

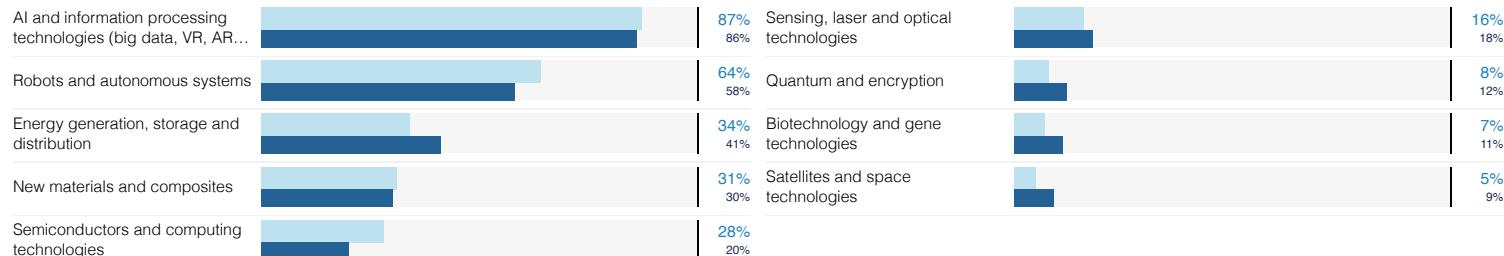


Technology trends

Technology trends driving business transformation

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

Economy | Global



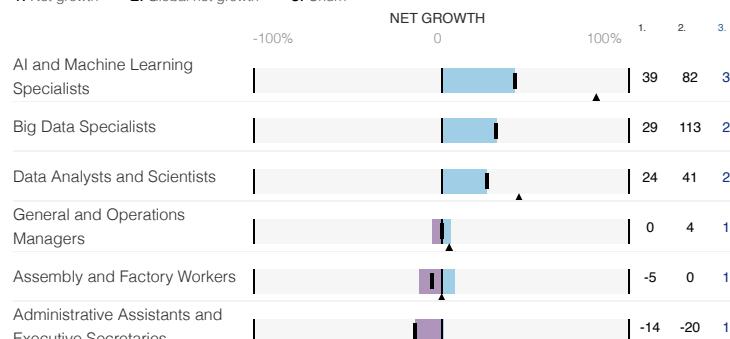
Jobs outlook

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

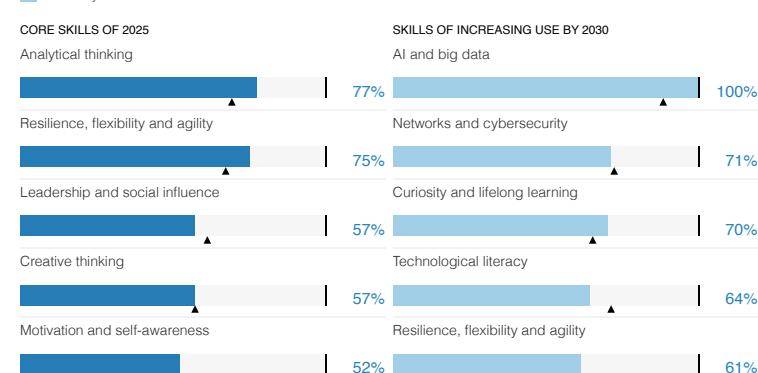


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

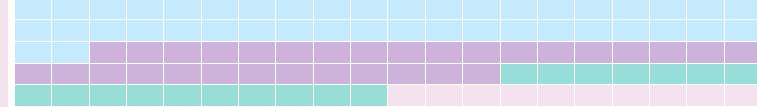
Economy | ▲ Global



Poland

26.5

Upskilling and reskilling outlook



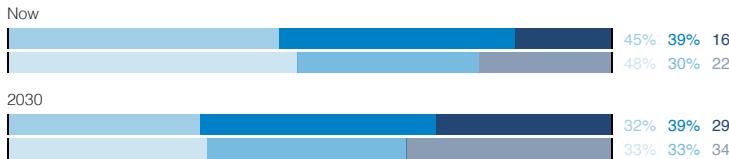
Human-machine frontier

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

Flexibility on hiring and firing practices

60% 44%

Improvements to public education systems

55% 47%

Funding for reskilling and upskilling

52% 55%

Changes to labour laws related to remote work

38% 36%

Provision of reskilling and upskilling

38% 52%

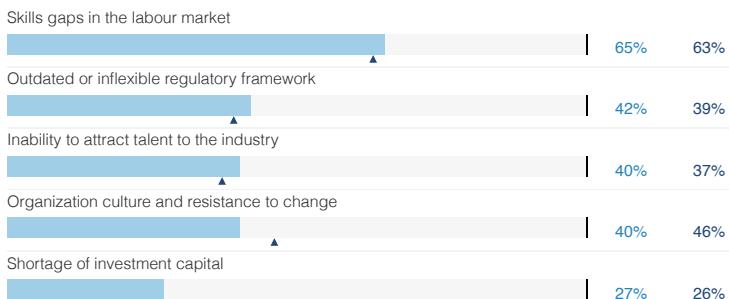
Key barriers for business transformation

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

38% 52% 10%

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

65% | -100% ■ Worsening ▲ Global average | +100% ■ Improving | 16%

Talent development of existing workforce

9% | -100% ■ Worsening ▲ Global average | +100% ■ Improving | 51%

Talent retention of existing workforce

30% | -100% ■ Worsening ▲ Global average | +100% ■ Improving | 30%

DEI Actions

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

51 | Global 48

Targeted recruitment, retention and progression initiatives

42 | Global 51

Run comprehensive DEI training for managers and staff

37 | Global 39

Pay equity reviews and salary audits

AI Strategy

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

73 | Global 77

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

66 | Global 69

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

56 | Global 49

Reorienting your organization to target new business opportunities created by AI

Portugal

7.9

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	63%	Secondary Education Attainment	(2023)	47%
Vulnerable employment	(2022)	10%	Tertiary Education Attainment	(2023)	24%
Share of youth not in employment, education, or training (NEET)	(2023)	8%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate	(2023)	5%	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)	4%			

Jobs and Skills outlook

9% | Global 22%

Labour-market churn

Five-year structural labour-force churn

44% | 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

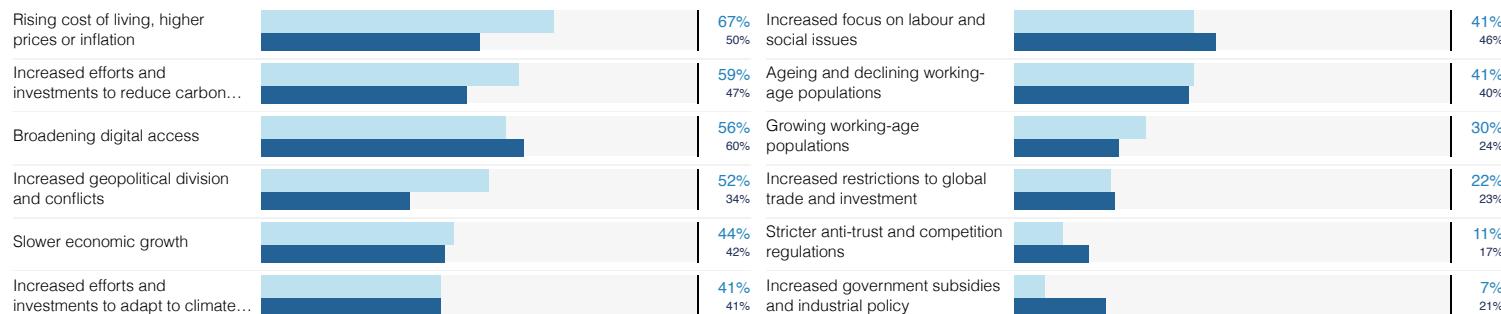
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

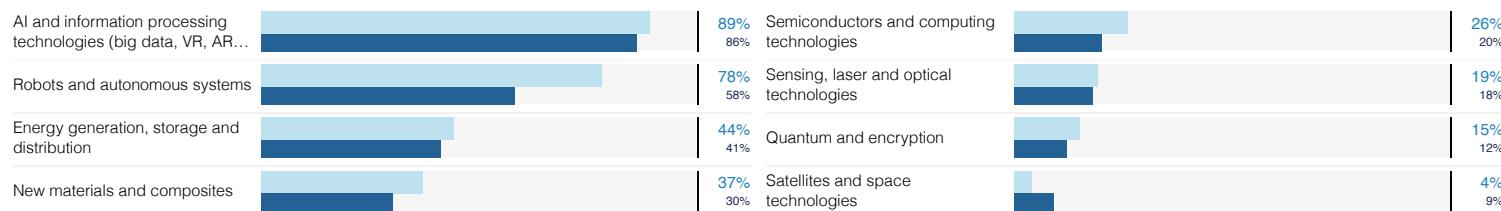


Technology trends

Technology trends driving business transformation

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

Economy | Global



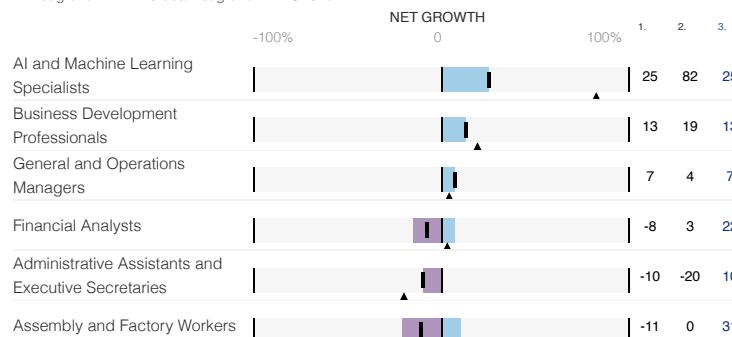
Jobs outlook

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

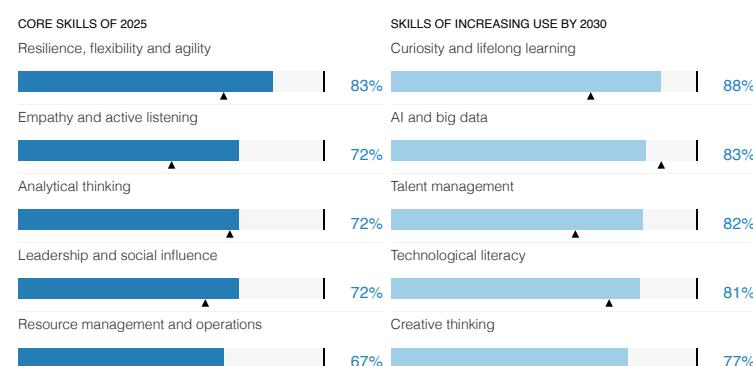
1. Net growth | 2. Global net growth | 3. Churn



Skills of increasing use by 2030

Skills of the most increase in use by 2030

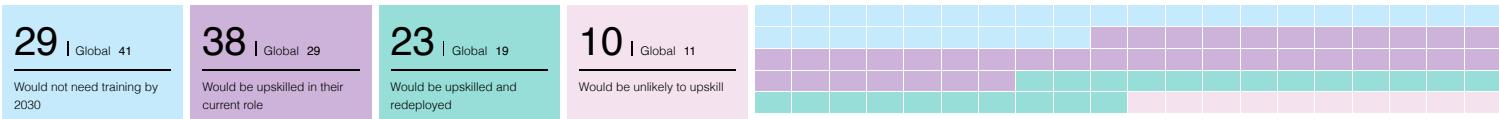
Economy | ▲ Global



Portugal

7.9

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



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

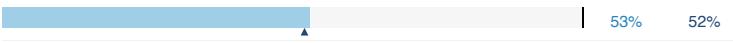
█ Economy █ Global

ECONOMY GLOBAL

Funding for reskilling and upskilling



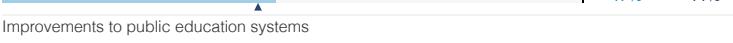
Provision of reskilling and upskilling



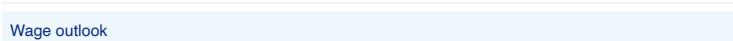
Changes to labour laws related to remote work



Flexibility on hiring and firing practices



Improvements to public education systems



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 the industry



Outdated or inflexible regulatory framework



Organization culture and resistance to change



Lack of adequate data and technical infrastructure



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

0% 53% 47%

52% 41% 8%

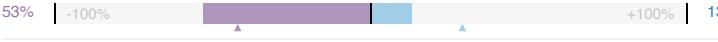
Talent availability outlook

Talent trend

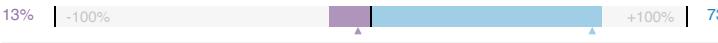
Share of respondents who expect their talent availability to improve or worsen in five years

█ Improving █ Global average █ Worsening █ Global average

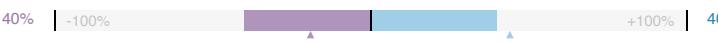
Talent availability when hiring



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

53 | Global 51

Run comprehensive DEI training for managers and staff

53 | Global 48

Targeted recruitment, retention and progression initiatives

53 | 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

93 | Global 69

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

79 | Global 62

Hiring new people with skills to better work alongside AI

79 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

Romania

13.8

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	55%	Secondary Education Attainment	(2022)	73%
Vulnerable employment	(2022)	22%	Tertiary Education Attainment	(2022)	16%
Share of youth not in employment, education, or training (NEET)	(2023)	17%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate	(2023)	5%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2023)	12%	Country investment in mid-career training	(2022)	3
Unemployment rate among workers with advanced edu.	(2023)	1%			

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

82% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

91% | Global 88%

AI exposure

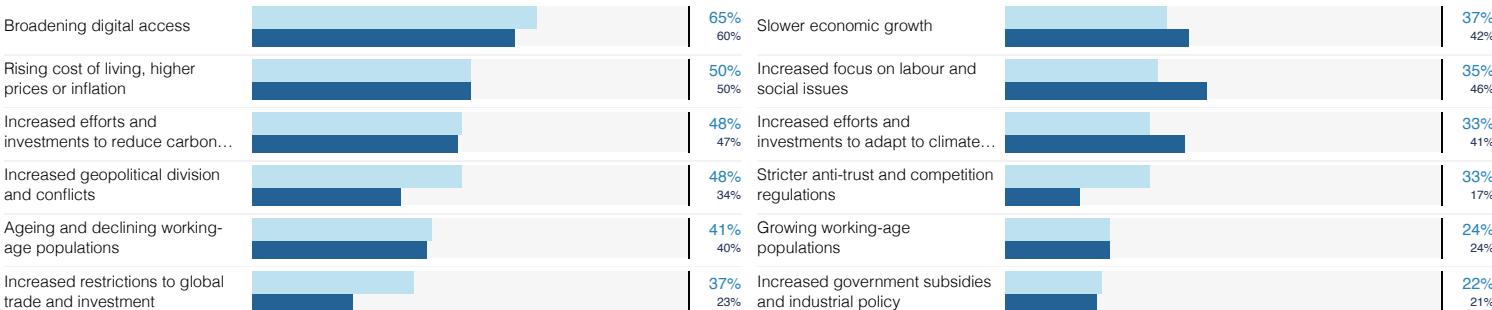
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

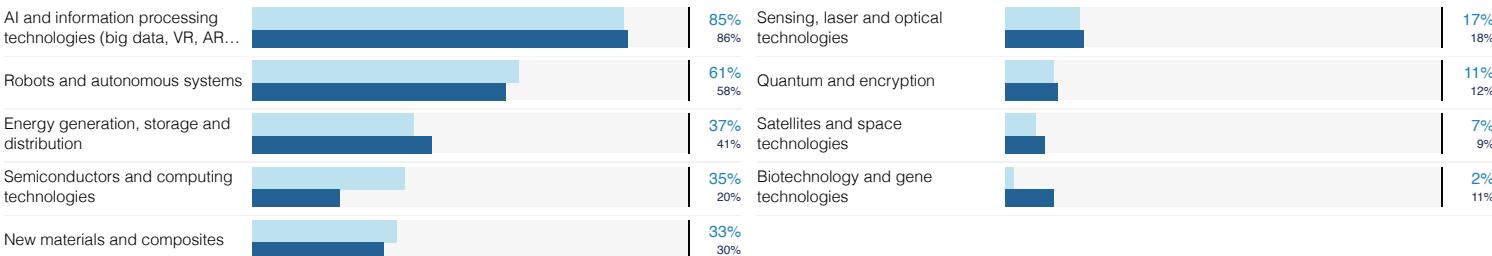


Technology trends

Technology trends driving business transformation

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

Economy | Global



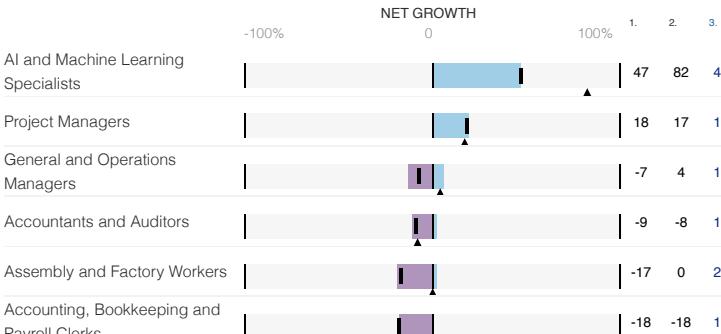
Jobs outlook

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

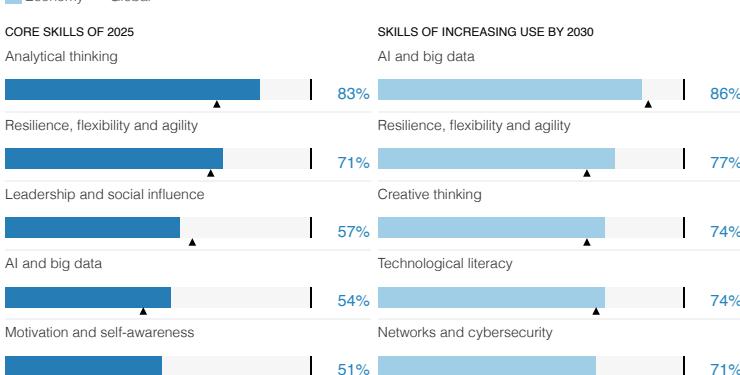


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

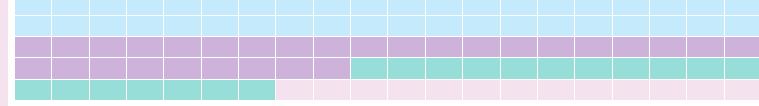
Economy | ▲ Global



Romania

13.8

Upskilling and reskilling outlook



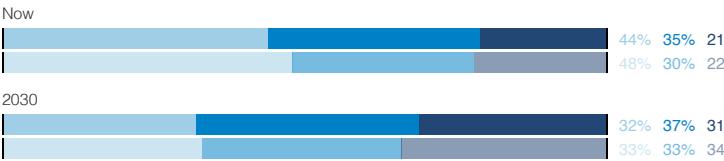
Human-machine frontier

Human-machine frontier

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

■ Human ■ Global ■ Combination ■ Global ■ Technology ■ Global

ALL TASKS



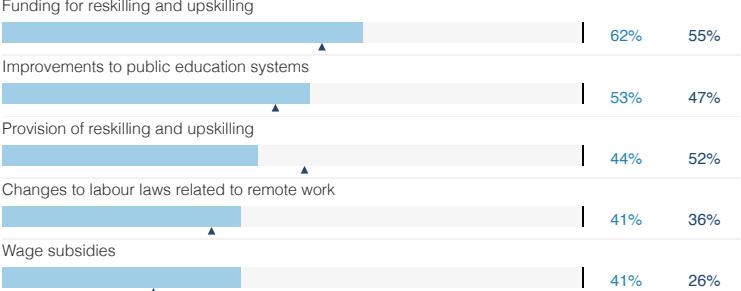
Public policy

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



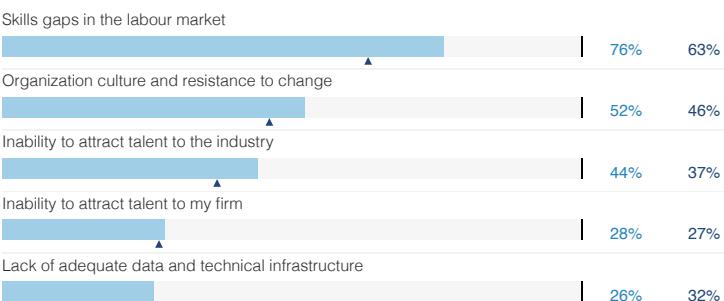
Key barriers for business transformation

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

59% | -100% ■ Worsening ▲ Global average | +100% ■ Improving | 15%

Talent development of existing workforce

6% | -100% ■ Worsening ▲ Global average | +100% ■ Improving | 59%

Talent retention of existing workforce

18% | -100% ■ Worsening ▲ Global average | +100% ■ Improving | 38%

DEI Actions

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

47 | Global 51

Run comprehensive DEI training for managers and staff

38 | Global 27

Embed DEI goals and solutions across the supply chain

35 | 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

82 | Global 77

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

67 | Global 69

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

61 | Global 49

Reorienting your organization to target new business opportunities created by AI

Saudi Arabia

N/A

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	75%	Secondary Education Attainment	(2023)	65%
Vulnerable employment	(2022)	2%	Tertiary Education Attainment	(2023)	36%
Share of youth not in employment, education, or training (NEET)	(2023)	17%	Ease of finding skilled employees in local labour market	(2024)	5
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign labour	(2024)	5
Unemployment rate among workers with basic edu.	(2023)	1%	Country investment in mid-career training	(2022)	5
Unemployment rate among workers with advanced edu.	(2023)	5%			

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

85% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

73% | 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

Rising cost of living, higher prices or inflation	50%	Increased focus on labour and social issues	46%	44%
Increased geopolitical division and conflicts	34%	Increased restrictions to global trade and investment	23%	29%
Increased efforts and investments to reduce carbon...	47%	Ageing and declining working-age populations	40%	29%
Broadening digital access	60%	Increased government subsidies and industrial policy	21%	27%
Increased efforts and investments to adapt to climate...	41%	Growing working-age populations	24%	18%
Slower economic growth	42%	Stricter anti-trust and competition regulations	17%	18%

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%	Quantum and encryption	12%	13%
Robots and autonomous systems	58%	Semiconductors and computing technologies	20%	13%
Energy generation, storage and distribution	41%	Satellites and space technologies	9%	7%
New materials and composites	30%	Biotechnology and gene technologies	11%	3%
Sensing, laser and optical technologies	18%			

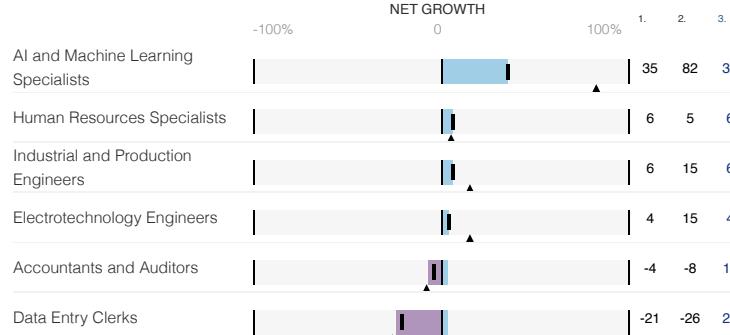
Jobs outlook

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

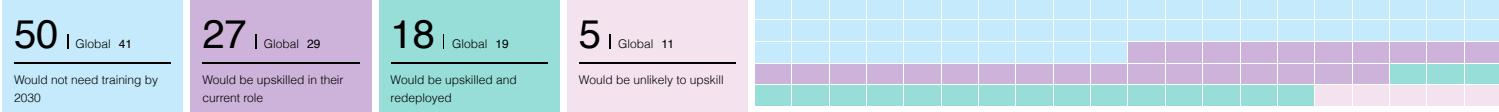
Economy | Global

CORE SKILLS OF 2025	SKILLS OF INCREASING USE BY 2030
Technological literacy	Technological literacy
Leadership and social influence	AI and big data
Quality control	Networks and cybersecurity
Analytical thinking	Talent management
Resilience, flexibility and agility	Leadership and social influence

Saudi Arabia

N/A

Upskilling and reskilling outlook



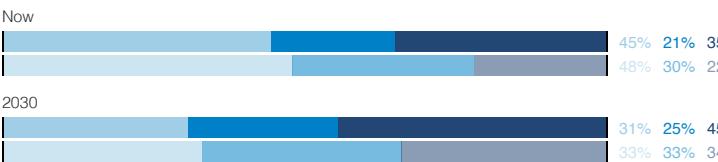
Human-machine frontier

Human-machine frontier

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

Human Global Combination Global Technology Global

ALL TASKS



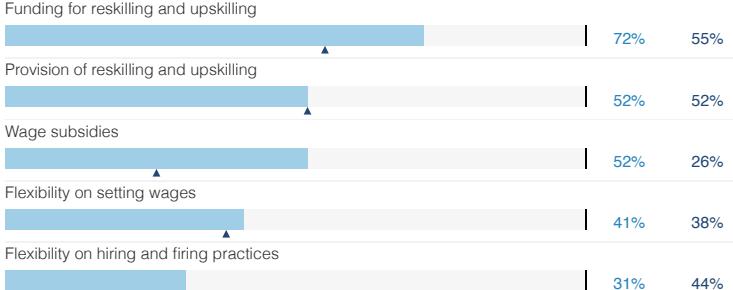
Public policy

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



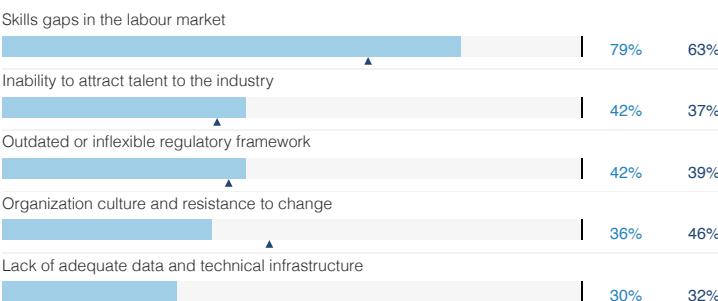
Key barriers for business transformation

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

21% | -100% ▲ | 45% | +100%

Talent development of existing workforce

3% | -100% ▲ | 69% | +100%

Talent retention of existing workforce

3% | -100% ▲ | 55% | +100%

DEI Actions

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

52 | Global 42

Set DEI goals, targets or quotas

44 | Global 51

Run comprehensive DEI training for managers and staff

41 | 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

73 | 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

50 | Global 47

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

Serbia

5.0

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	62%	Secondary Education Attainment	(2023)	76%
Vulnerable employment	(2022)	24%	Tertiary Education Attainment	(2023)	24%
Share of youth not in employment, education, or training (NEET)	(2023)	12%	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)	8%	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2023)	6%			

Jobs and Skills outlook

18% | Global 22%

Labour-market churn

Five-year structural labour-force churn

39% | Global 39%

Skill disruption

Shares of core skills which will change

74% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

83% | Global 88%

AI exposure

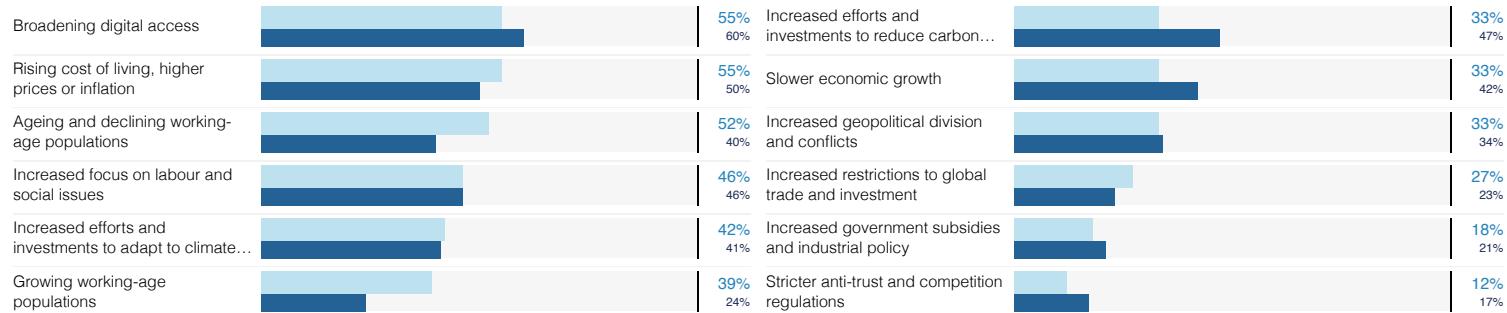
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

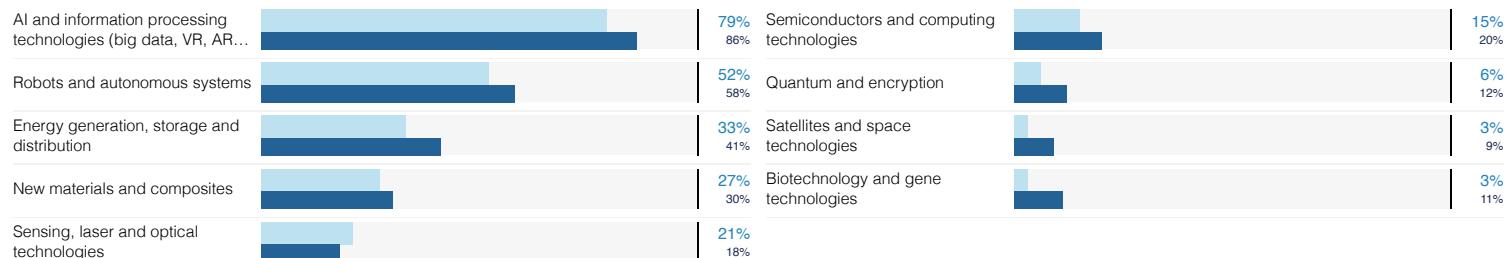


Technology trends

Technology trends driving business transformation

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

Economy Global



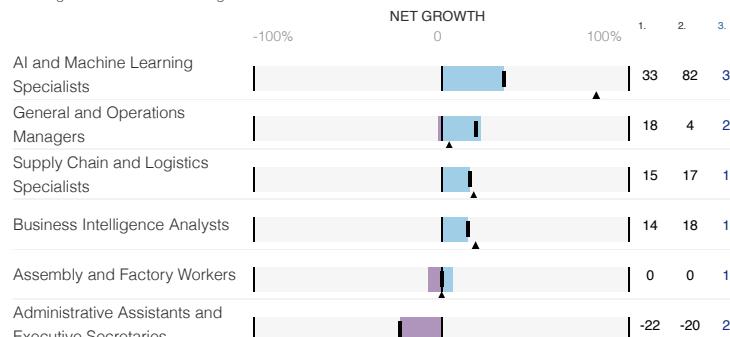
Jobs outlook

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

