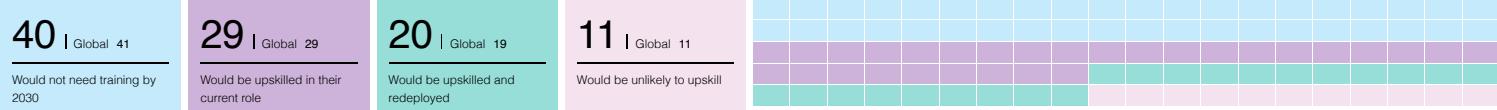


Germany

63.8

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

Now



2030

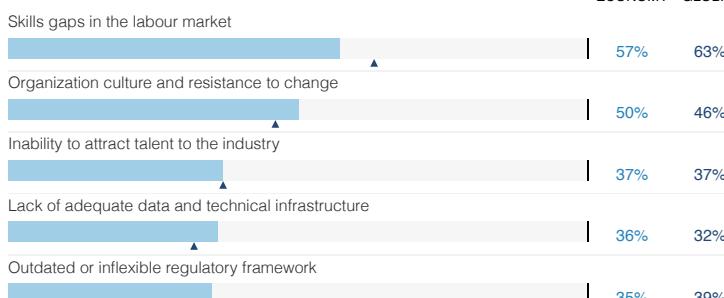
Key barriers for business transformation

Transformation barriers

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

█ Economy ▲ Global

ECONOMY GLOBAL



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



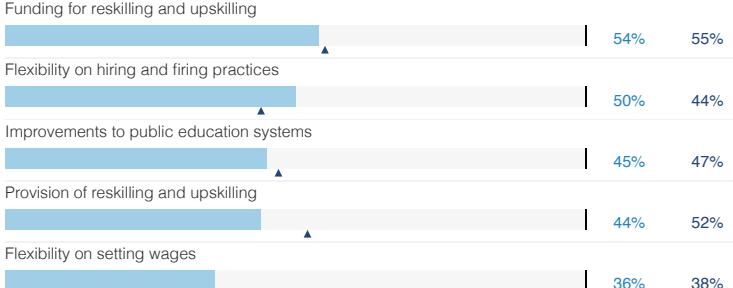
Public policy

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



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



DEI Actions

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

█ 56 | Global 48

Targeted recruitment, retention and progression initiatives

█ 53 | Global 51

Run comprehensive DEI training for managers and staff

█ 50 | 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

█ 84 | 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

█ 65 | Global 62

Hiring new people with skills to better work alongside AI

Greece

8.0

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	56%	Secondary Education Attainment	(2022)	69%
Vulnerable employment	(2022)	30%	Tertiary Education Attainment	(2022)	30%
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)	10%	Fill vacancies by hiring foreign labour	(2024)	3
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)	8%			

Jobs and Skills outlook

7% | Global 22%

Labour-market churn

Five-year structural labour-force churn

39% | Global 39%

Skill disruption

Shares of core skills which will change

83% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

83% | Global 88%

AI exposure

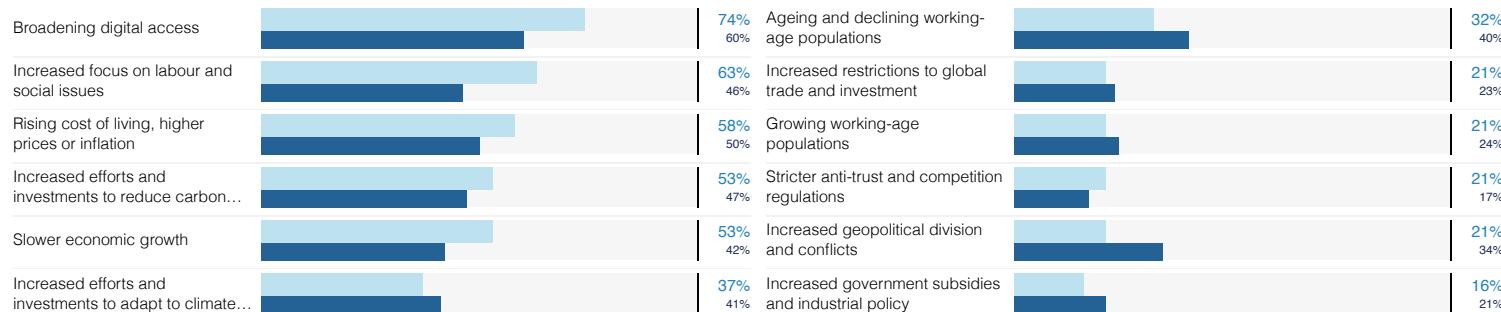
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

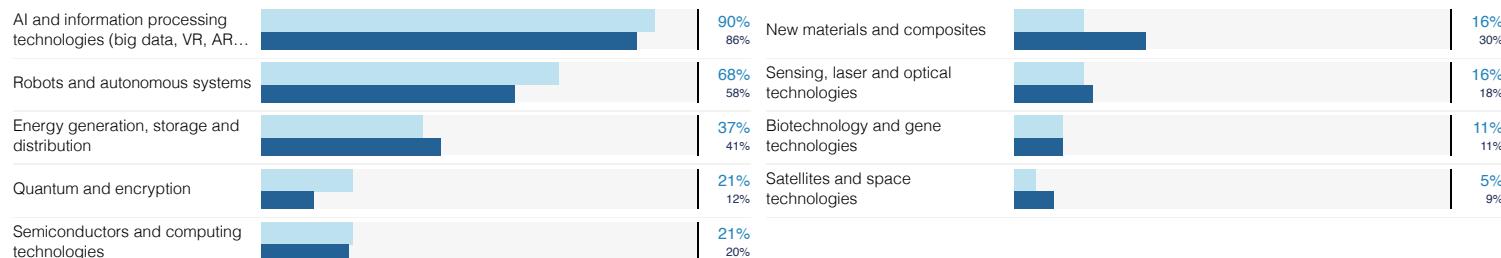


Technology trends

Technology trends driving business transformation

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

Economy | Global



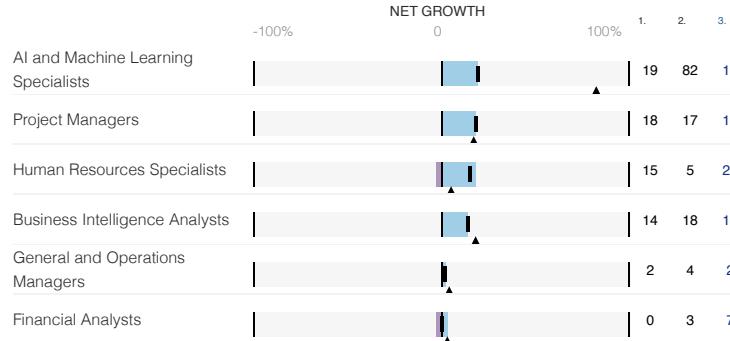
Jobs outlook

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

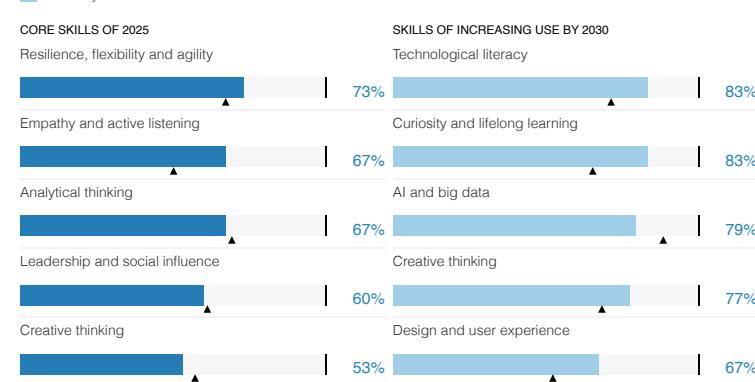


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

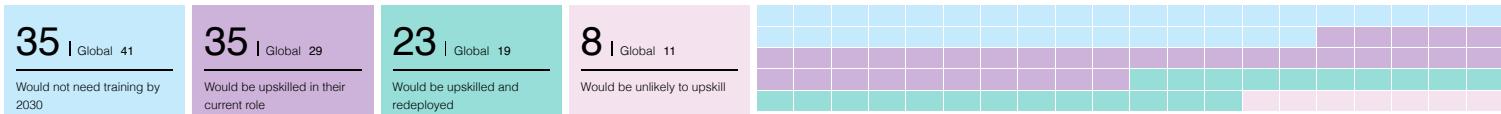
Economy | Global



Greece

8.0

Upskilling and reskilling outlook



Human-machine frontier

Human-machine frontier

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

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

ALL TASKS

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



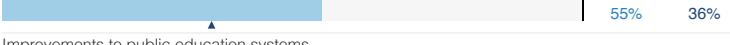
Provision of reskilling and upskilling



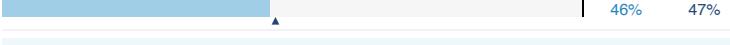
Wage subsidies



Changes to labour laws related to remote work



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



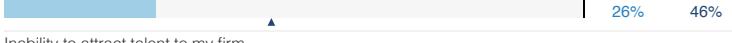
Inability to attract talent to the industry



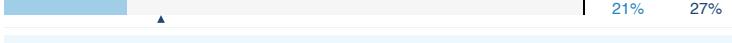
Insufficient understanding of opportunities



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

42% 58% 0%

52% 41% 8%

Talent availability outlook

Talent trend

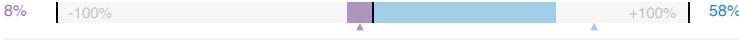
Share of respondents who expect their talent availability to improve or worsen in five years

█ 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

67 | Global 48

Targeted recruitment, retention and progression initiatives

58 | Global 27

Embed DEI goals and solutions across the supply chain

58 | 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

75 | 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 62

Hiring new people with skills to better work alongside AI

Hong Kong SAR, China

6.1

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	60%	Secondary Education Attainment	(2023)	66%
Vulnerable employment	(2022)	6%	Tertiary Education Attainment	(2023)	25%
Share of youth not in employment, education, or training (NEET)	(2023)	6%	Ease of finding skilled employees in local labour market	(2023)	5
Unemployment rate	(2023)	3%	Fill vacancies by hiring foreign labour	(2023)	4
Unemployment rate among workers with basic edu.	-	NA	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2023)	2%			

Jobs and Skills outlook

15% | Global 22%

Labour-market churn

Five-year structural labour-force churn

35% | Global 39%

Skill disruption

Shares of core skills which will change

94% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

AI exposure

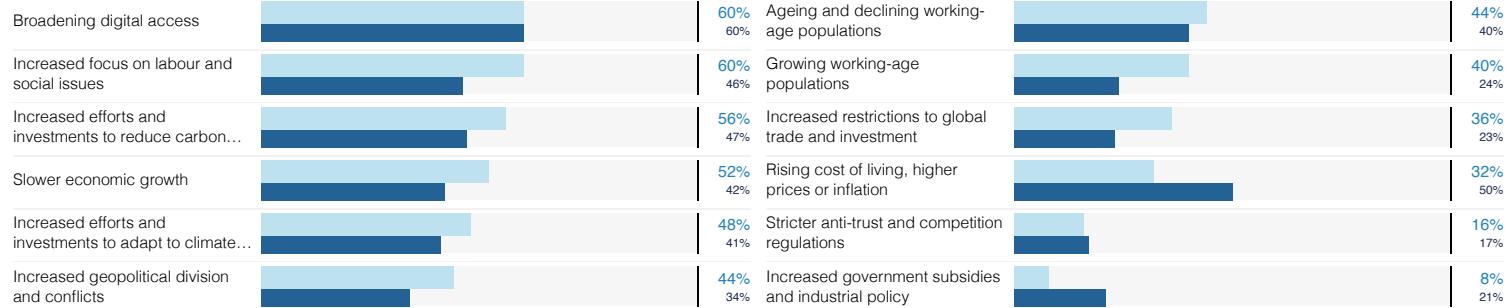
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

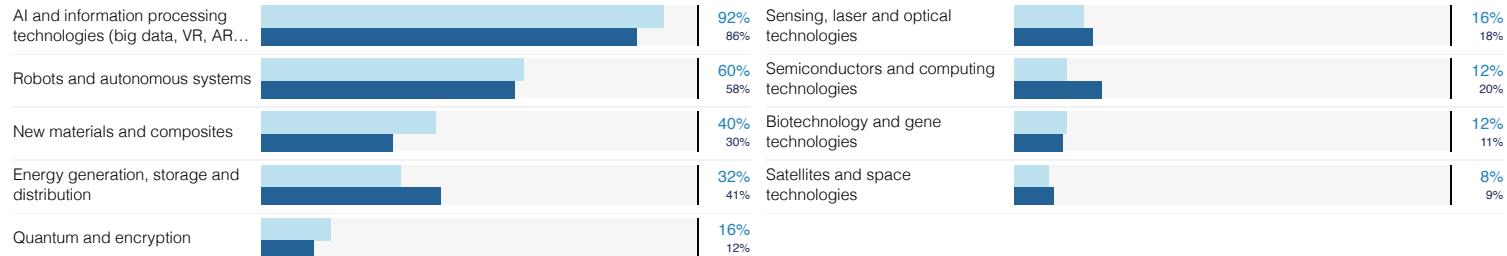


Technology trends

Technology trends driving business transformation

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

Economy | Global



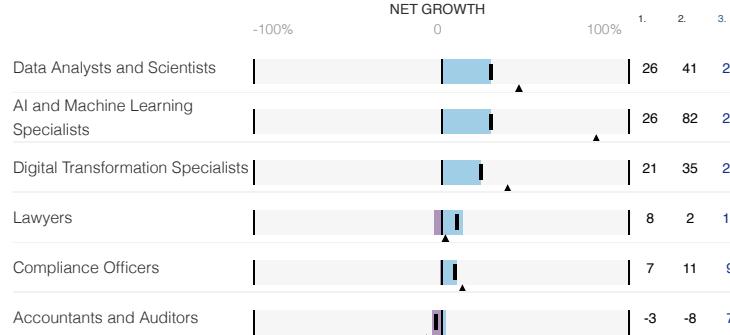
Jobs outlook

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

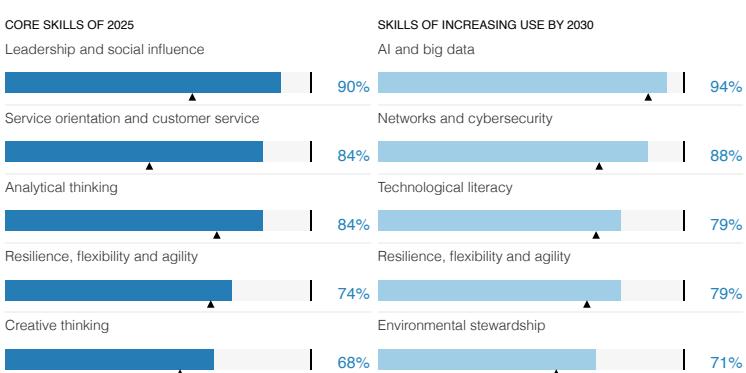


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy | Global



Hong Kong SAR, China

6.1

Upskilling and reskilling outlook



Human-machine frontier

Human-machine frontier

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

Human Global Combination Global Technology Global

ALL TASKS



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

53% 55%

Provision of reskilling and upskilling

53% 52%

Flexibility on hiring and firing practices

41% 44%

Flexibility on setting wages

29% 38%

Improvements to public education systems

29% 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

▲

52% 63%

Inability to attract talent to the industry

▲

44% 37%

Organization culture and resistance to change

▲

40% 46%

Lack of adequate data and technical infrastructure

▲

36% 32%

Inability to attract talent to my firm

▲

32% 27%

Wage outlook

Wage trends

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

Growing Global Similar Global Declining Global

18% 65% 17%

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

41% | -100% ▲ 41% | +100% | 41%

Talent development of existing workforce

6% | -100% ▲ 71% | +100% | 71%

Talent retention of existing workforce

18% | -100% ▲ 47% | +100% | 47%

DEI Actions

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

82 | Global 48

Targeted recruitment, retention and progression initiatives

59 | Global 51

Run comprehensive DEI training for managers and staff

53 | 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

94 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

65 | Global 69

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

59 | Global 47

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

Hungary

7.1

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	65%	Secondary Education Attainment	(2022)	83%
Vulnerable employment	(2022)	8%	Tertiary Education Attainment	(2022)	27%
Share of youth not in employment, education, or training (NEET)	(2023)	10%	Ease of finding skilled employees in local labour market	(2024)	3
Unemployment rate	(2023)	4%	Fill vacancies by hiring foreign labour	(2024)	3
Unemployment rate among workers with basic edu.	(2023)	11%	Country investment in mid-career training	(2022)	3
Unemployment rate among workers with advanced edu.	(2023)	1%			

Jobs and Skills outlook

17% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

100% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

92% | Global 88%

AI exposure

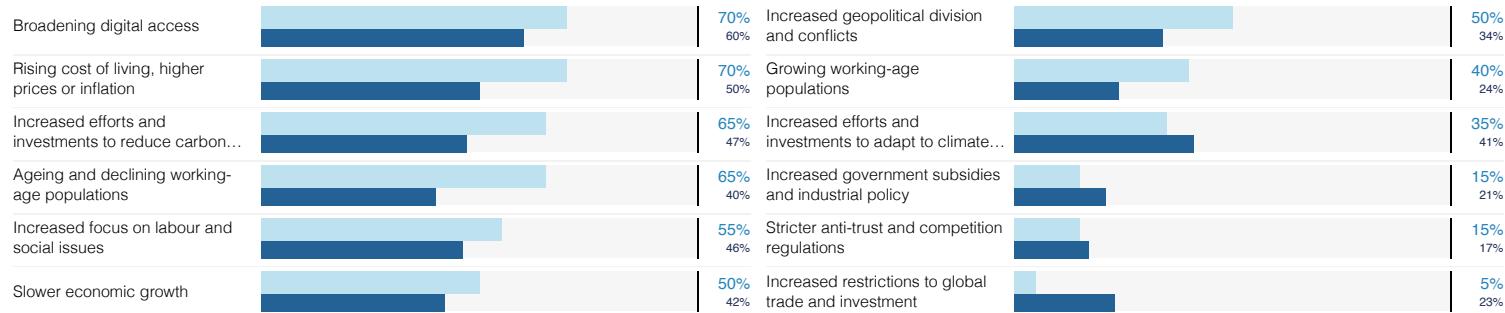
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

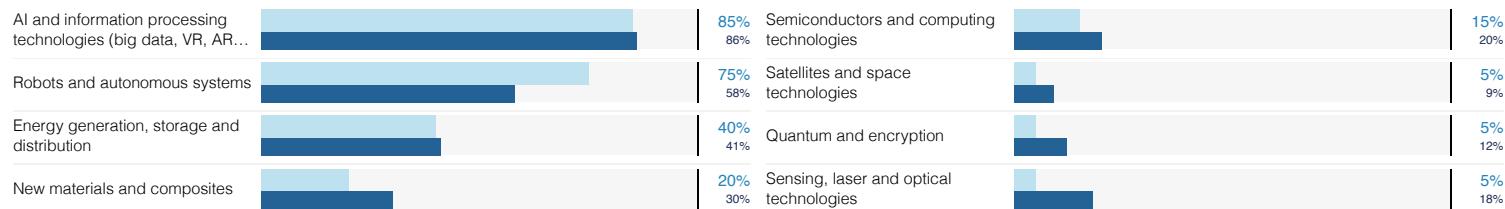


Technology trends

Technology trends driving business transformation

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

Economy | Global



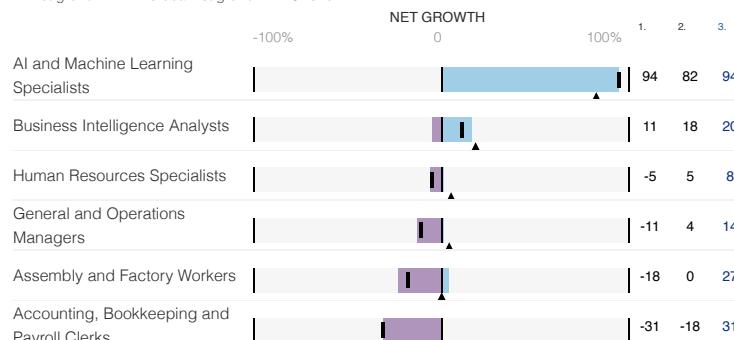
Jobs outlook

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

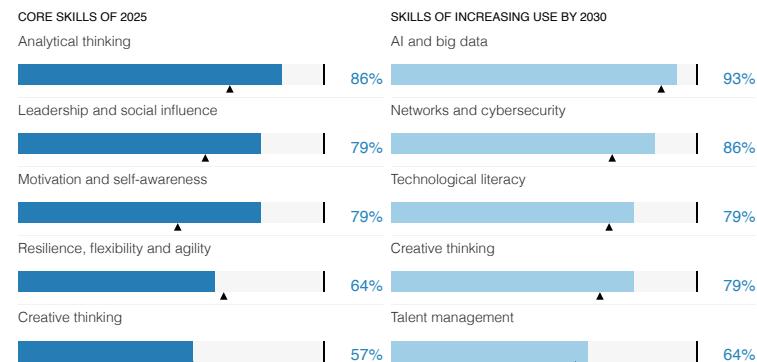


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

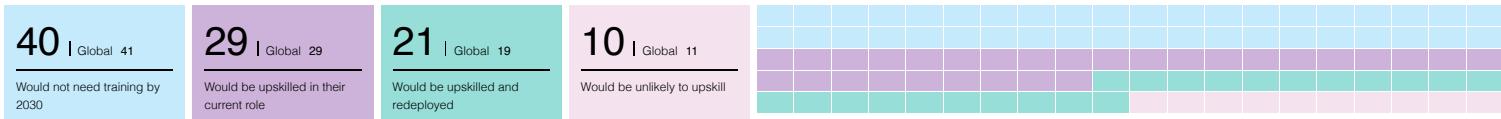
Economy | ▲ Global



Hungary

7.1

Upskilling and reskilling outlook



Human-machine frontier

Human-machine frontier

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

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

ALL TASKS

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

Changes to labour laws related to remote work

69% 36%

Funding for reskilling and upskilling

62% 55%

Flexibility on setting wages

46% 38%

Improvements to public education systems

46% 47%

Wage subsidies

39% 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



Organization culture and resistance to change

Inability to attract talent to the industry

Insufficient understanding of opportunities

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

DEI Actions

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

46 | Global 27

Embed DEI goals and solutions across the supply chain

39 | Global 51

Run comprehensive DEI training for managers and staff

39 | 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

83 | Global 69

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

58 | Global 62

Hiring new people with skills to better work alongside AI

58 | Global 49

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

India

672.8

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	63%	Secondary Education Attainment	(2023)	34%
Vulnerable employment	(2022)	74%	Tertiary Education Attainment	(2021)	12%
Share of youth not in employment, education, or training (NEET)	(2023)	23%	Ease of finding skilled employees in local labour market	(2024)	3
Unemployment rate	(2023)	2%	Fill vacancies by hiring foreign labour	(2024)	3
Unemployment rate among workers with basic edu.	(2023)	1%	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2023)	8%			

Jobs and Skills outlook

20% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

96% | Global 88%

AI exposure

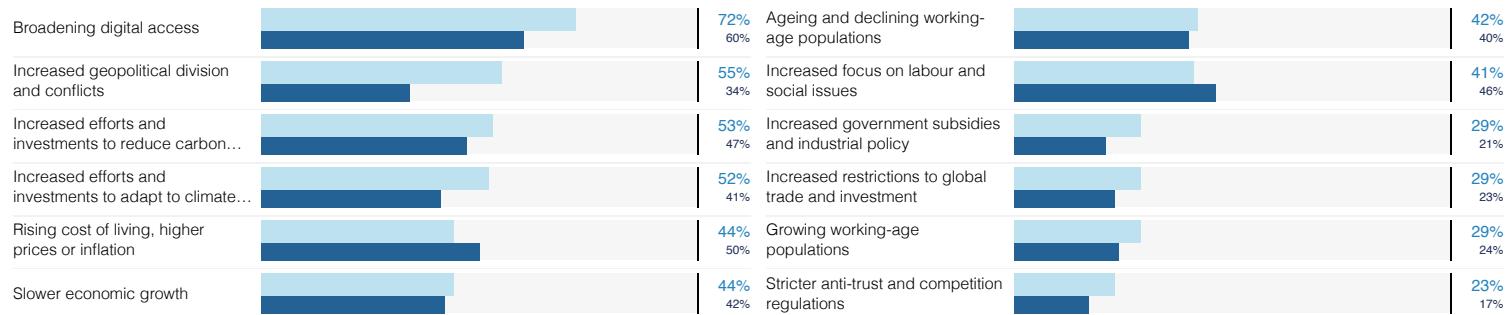
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

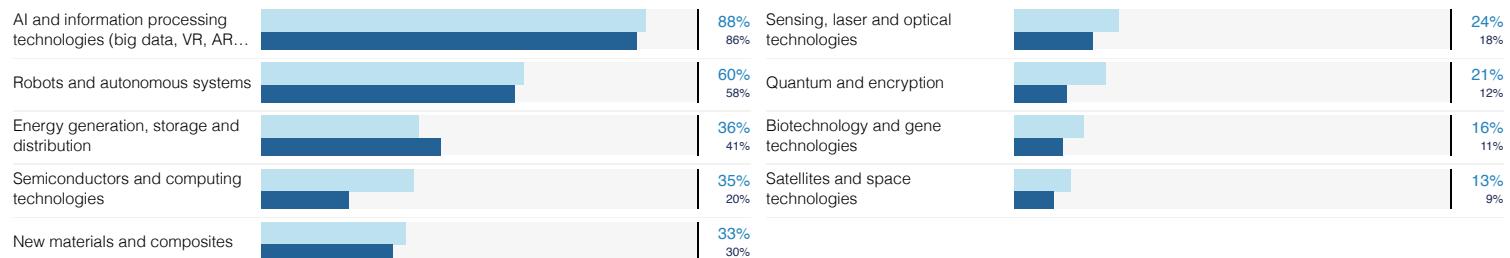


Technology trends

Technology trends driving business transformation

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

Economy | Global



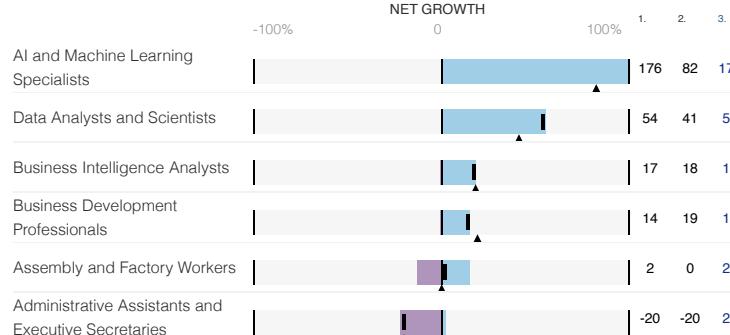
Jobs outlook

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

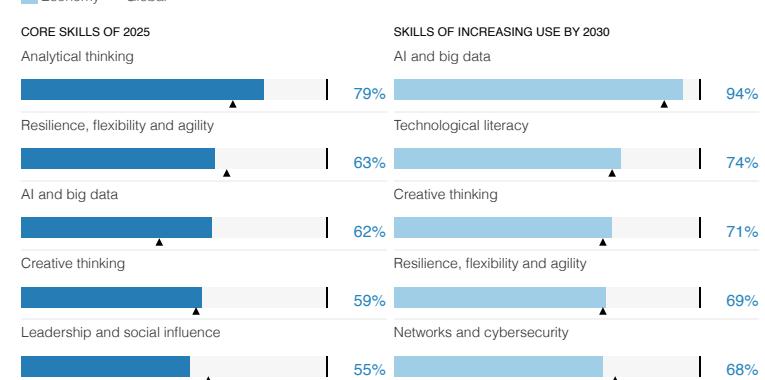


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

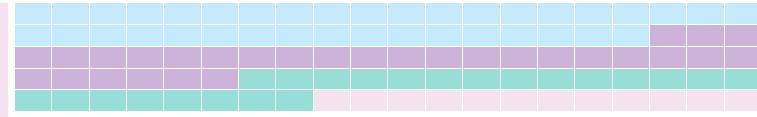
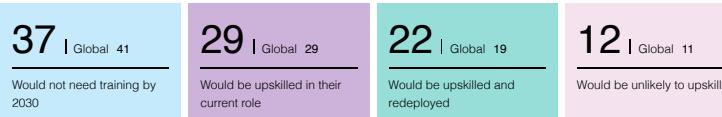
Economy | ▲ Global



India

672.8

Upskilling and reskilling outlook



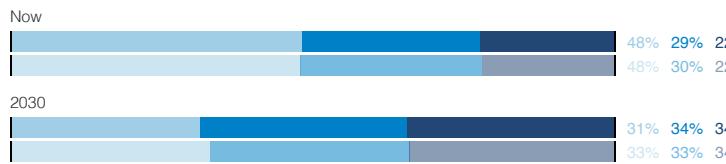
Human-machine frontier

Human-machine frontier

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

Human Global Combination Global Technology Global

ALL TASKS



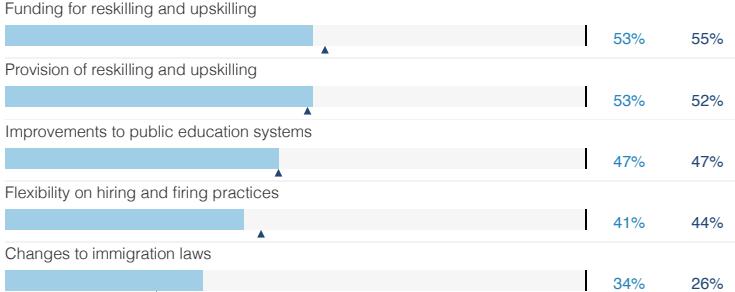
Public policy

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



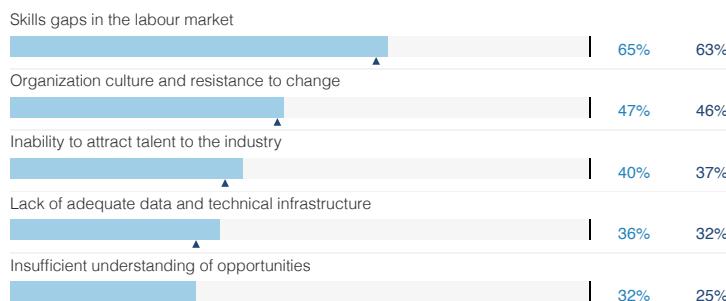
Key barriers for business transformation

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

43% 46% 11%

52% 41% 8%

Talent availability outlook

Talent trend

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

Improving ▲ Global average Worsening ▲ Global average

Talent availability when hiring

38% | -100% ▲ Global average | +100% | 27%

Talent development of existing workforce

3% | -100% ▲ Global average | +100% | 75%

Talent retention of existing workforce

19% | -100% ▲ Global average | +100% | 36%

DEI Actions

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

67 | Global 51

Run comprehensive DEI training for managers and staff

60 | Global 42

Set DEI goals, targets or quotas

56 | 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

86 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

72 | Global 69

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

66 | Global 49

Reorienting your organization to target new business opportunities created by AI

Indonesia

167.6

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	74%	Secondary Education Attainment	(2023)	39%
Vulnerable employment	(2022)	50%	Tertiary Education Attainment	(2023)	12%
Share of youth not in employment, education, or training (NEET)	(2023)	21%	Ease of finding skilled employees in local labour market	(2024)	5
Unemployment rate	(2023)	2%	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)	2%			

Jobs and Skills outlook

14% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

94% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

90% | Global 88%

AI exposure

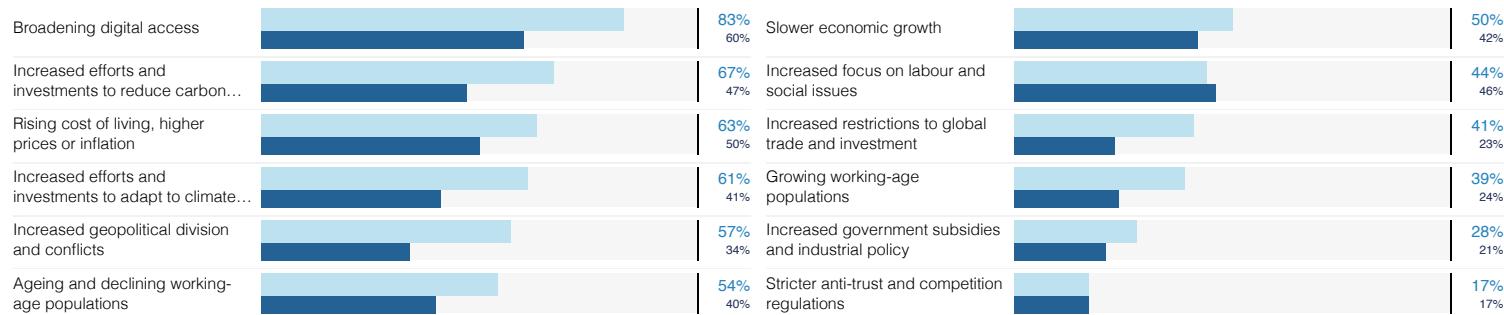
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

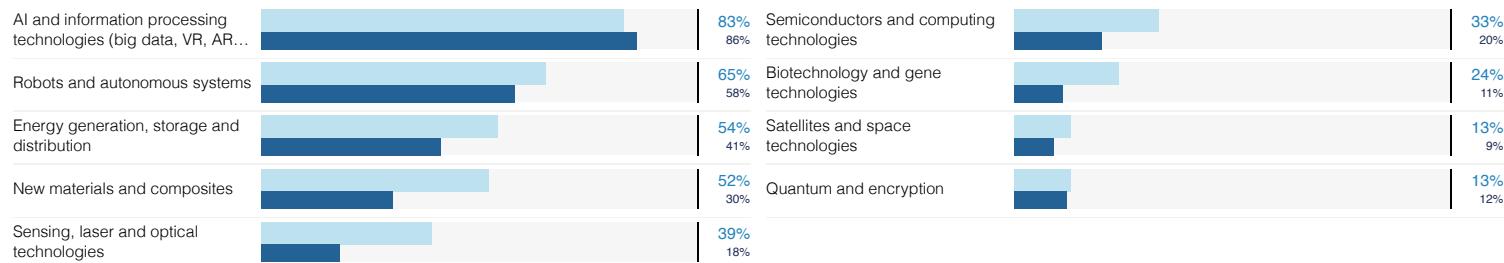


Technology trends

Technology trends driving business transformation

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

Economy | Global



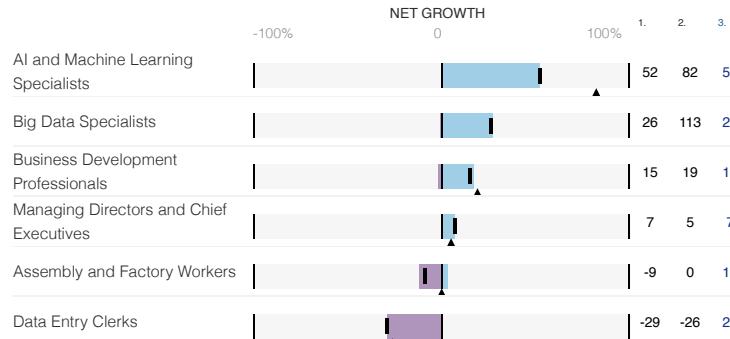
Jobs outlook

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

