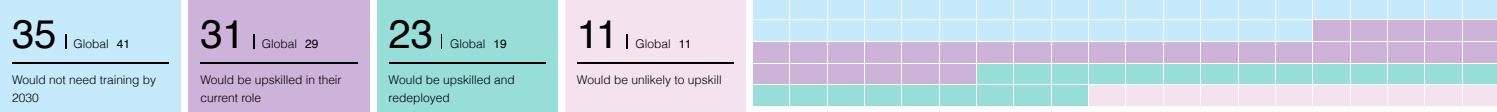


Mexico

78.5

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

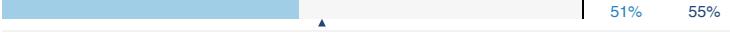
Public policies to improve talent availability

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

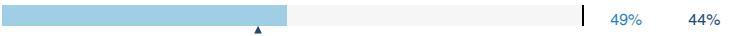
█ Economy ▲ Global

ECONOMY GLOBAL

Funding for reskilling and upskilling



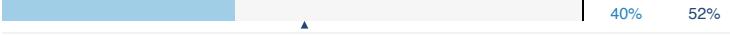
Flexibility on hiring and firing practices



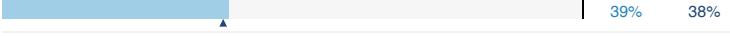
Improvements to public education systems



Provision of reskilling and upskilling



Flexibility on setting wages



Key barriers for business transformation

Transformation barriers

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

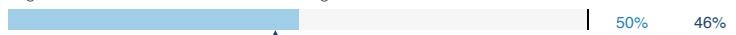
█ Economy ▲ Global

ECONOMY GLOBAL

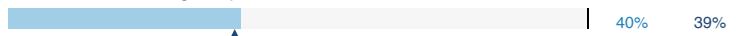
Skills gaps in the labour market



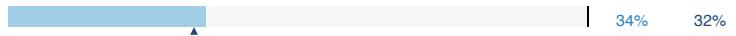
Organization culture and resistance to change



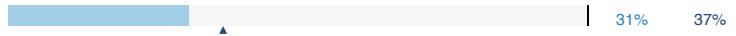
Outdated or inflexible regulatory framework



Lack of adequate data and technical infrastructure



Inability to attract talent to the industry



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

61 | Global 51

Run comprehensive DEI training for managers and staff

56 | Global 48

Targeted recruitment, retention and progression initiatives

52 | 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 77

Reskilling and upskilling your existing workforce to better work alongside AI

79 | Global 69

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

75 | Global 62

Hiring new people with skills to better work alongside AI

Morocco

21.6

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	-	NA	Secondary Education Attainment	-	NA
Vulnerable employment	(2022)	46%	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
Unemployment rate	(2022)	9%	Fill vacancies by hiring foreign labour	(2024)	4
Unemployment rate among workers with basic edu.	(2022)	10%	Country investment in mid-career training	(2022)	3
Unemployment rate among workers with advanced edu.	(2022)	21%			

Jobs and Skills outlook

27% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

81% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

AI exposure

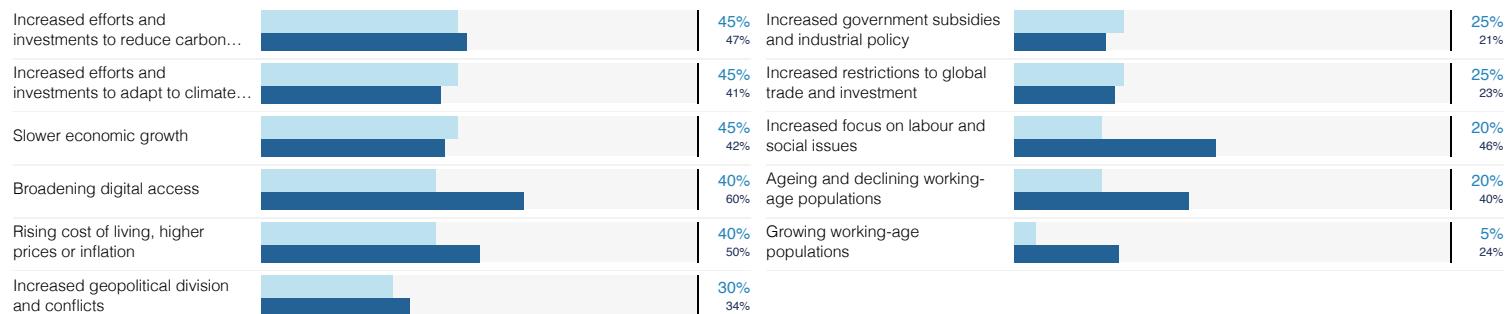
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

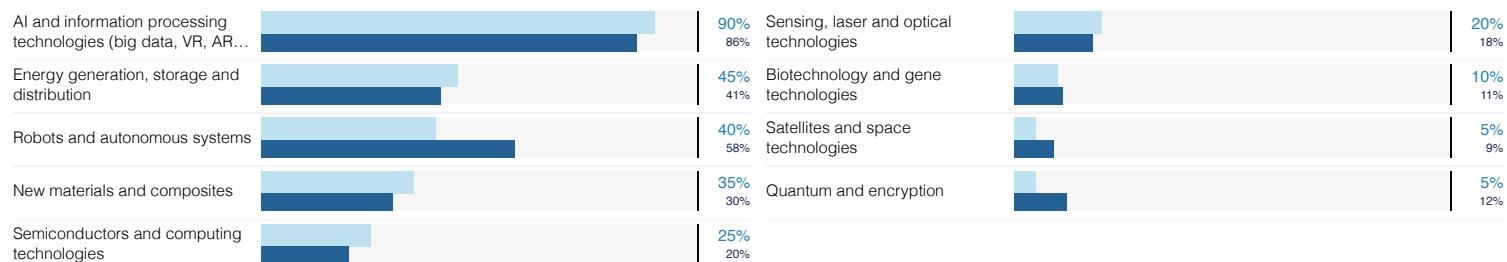


Technology trends

Technology trends driving business transformation

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

Economy | Global



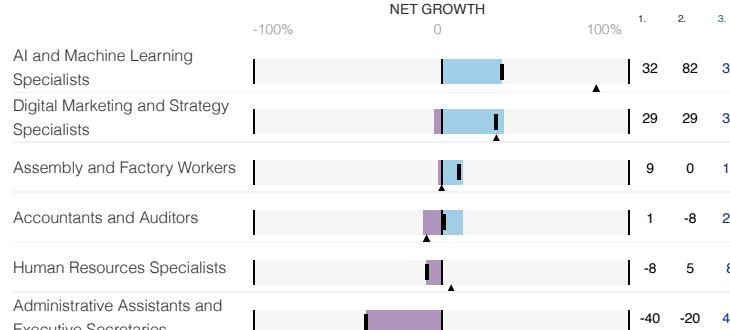
Jobs outlook

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

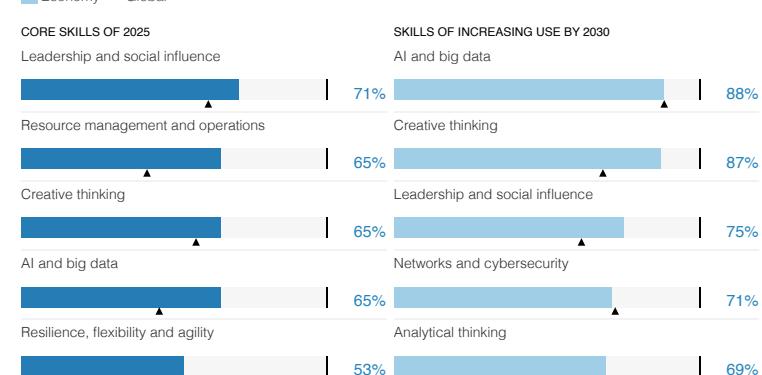


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

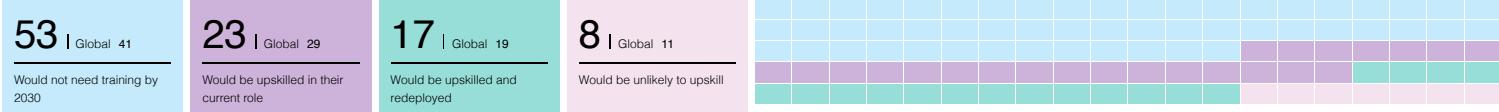
Economy | Global



Morocco

21.6

Upskilling and reskilling outlook



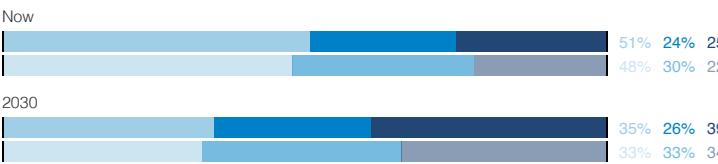
Human-machine frontier

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

Funding for reskilling and upskilling

ECONOMY GLOBAL

53% 55%

Wage subsidies

53% 26%

Flexibility on setting wages

41% 38%

Provision of reskilling and upskilling

41% 52%

Improved transport infrastructure and services

35% 22%

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

63%

62%

59% 29% 12%

Organization culture and resistance to change

46%

43%

52% 41% 8%

Shortage of investment capital

26%

33%

Insufficient understanding of opportunities

25%

24%

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

19% -100% 56% +100%

Talent development of existing workforce

0% -100% 75% +100%

Talent retention of existing workforce

19% -100% 44% +100%

DEI Actions

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

56 Global 51

Run comprehensive DEI training for managers and staff

50 Global 48

Targeted recruitment, retention and progression initiatives

44 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

69 Global 49

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

63 Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

56 Global 47

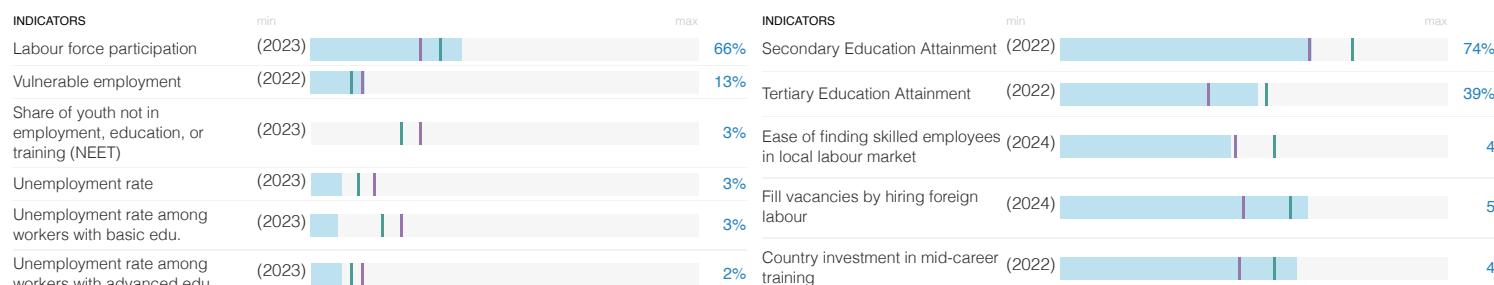
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

Netherlands

12.6

Contextual indicators

Regional average | Income Group average



Jobs and Skills outlook

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

30% | Global 39%

Skill disruption

Shares of core skills which will change

93% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

95% | Global 88%

AI exposure

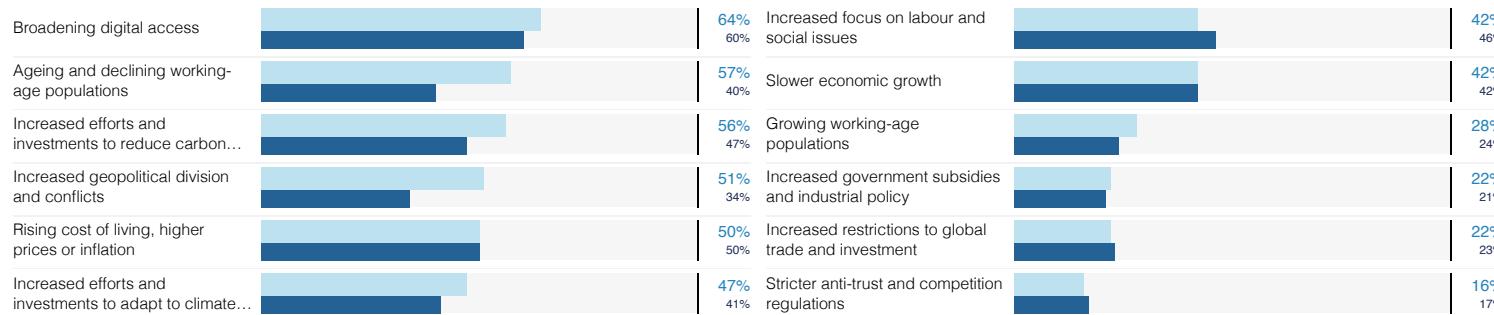
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

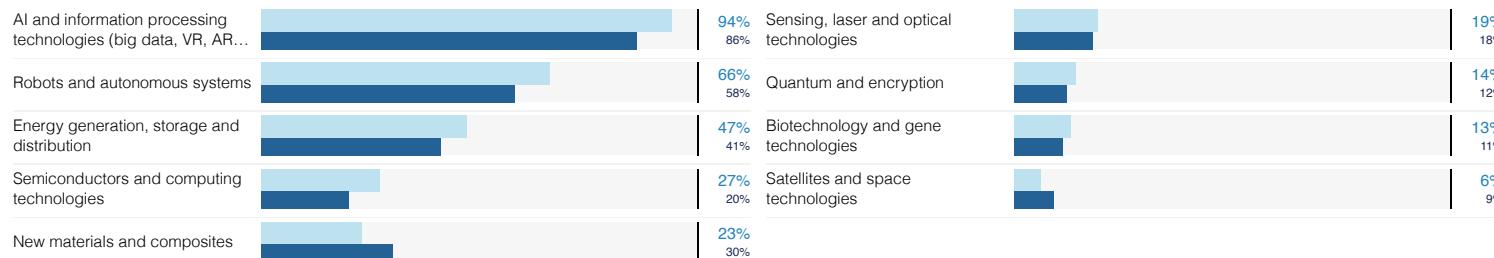


Technology trends

Technology trends driving business transformation

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

Economy | Global



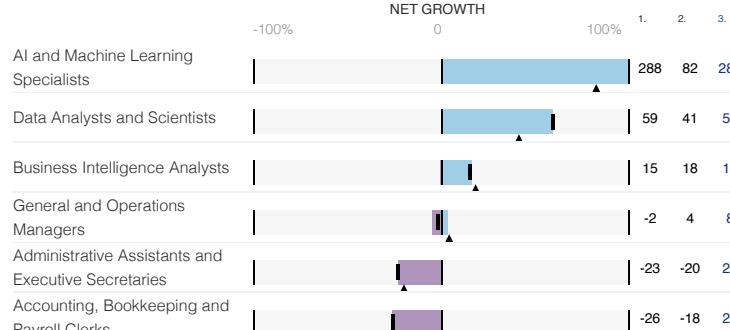
Jobs outlook

Key roles for business transformation

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

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

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

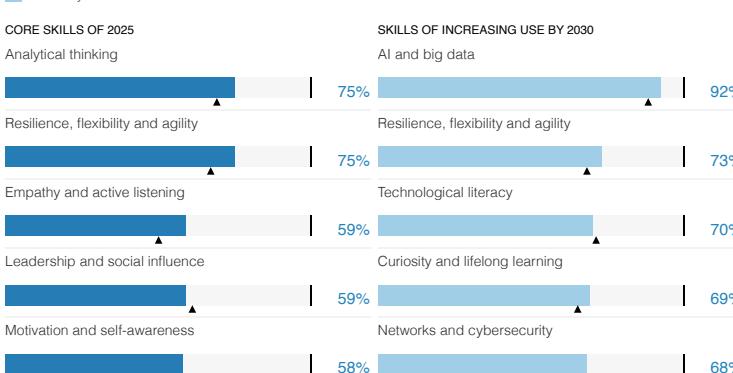


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

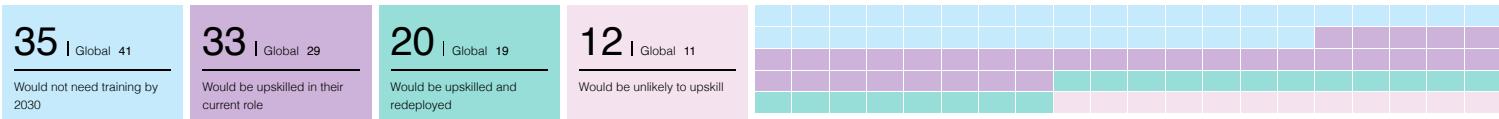
Economy | Global



Netherlands

12.6

Upskilling and reskilling outlook



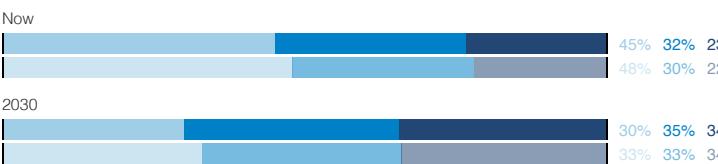
Human-machine frontier

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

Funding for reskilling and upskilling

53% 55%

Provision of reskilling and upskilling

48% 52%

Improvements to public education systems

43% 47%

Flexibility on hiring and firing practices

40% 44%

Changes to immigration laws

38% 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



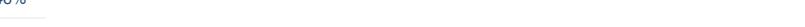
Organization culture and resistance to change



Outdated or inflexible regulatory framework



Inability to attract talent to the industry



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

64 | Global 42

Set DEI goals, targets or quotas

63 | Global 48

Targeted recruitment, retention and progression initiatives

54 | 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

90 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

78 | Global 69

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

75 | Global 62

Hiring new people with skills to better work alongside AI

Nigeria

59.3

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	91%	Secondary Education Attainment	(2022)	66%
Vulnerable employment	(2022)	84%	Tertiary Education Attainment	(2022)	8%
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)	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)	3
Unemployment rate among workers with advanced edu.	(2023)	6%			

Jobs and Skills outlook

12% | Global 22%

Labour-market churn

Five-year structural labour-force churn

41% | Global 39%

Skill disruption

Shares of core skills which will change

100% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

86% | Global 88%

AI exposure

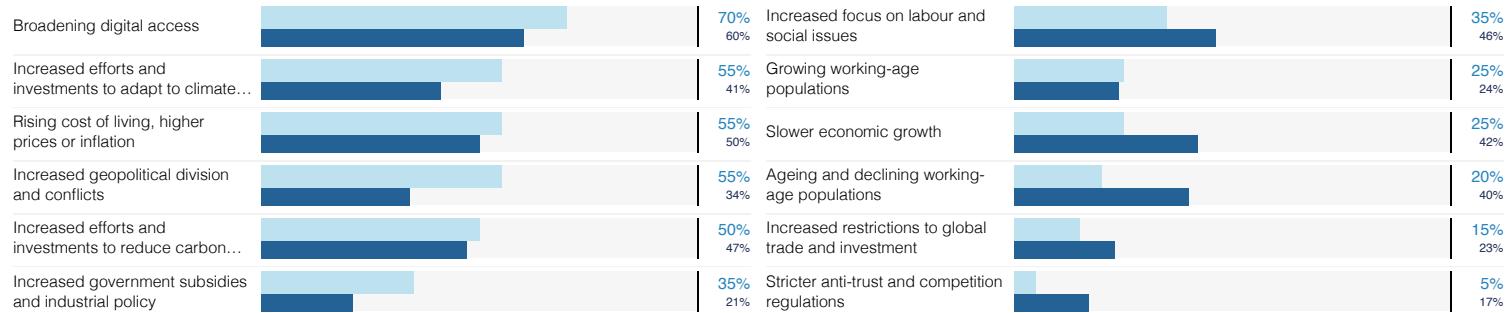
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

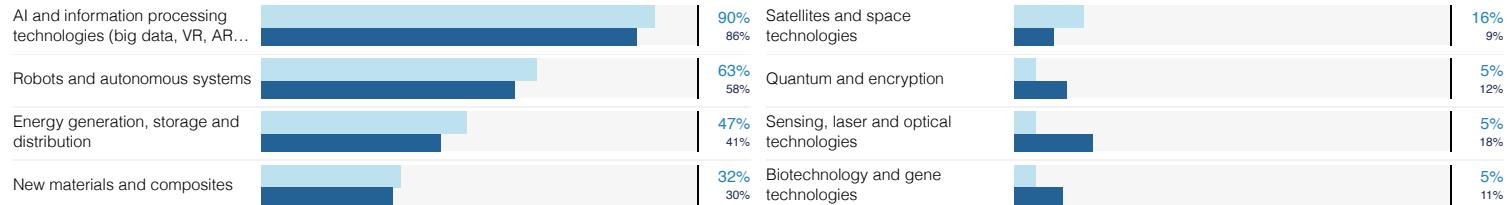


Technology trends

Technology trends driving business transformation

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

Economy | Global



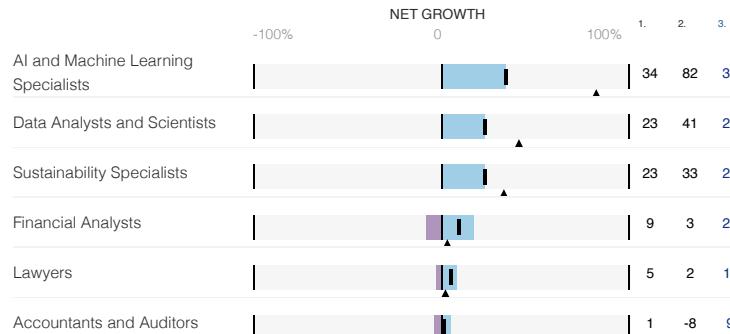
Jobs outlook

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

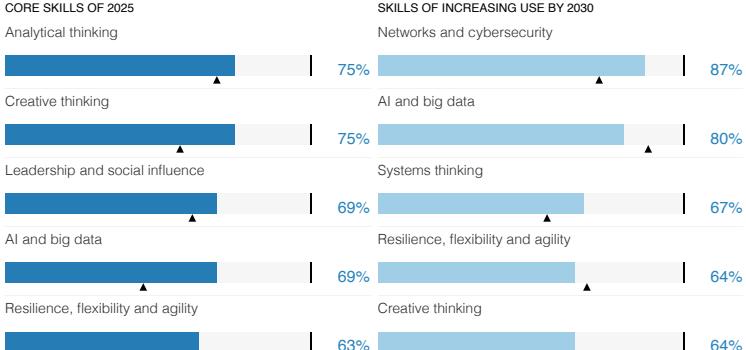


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

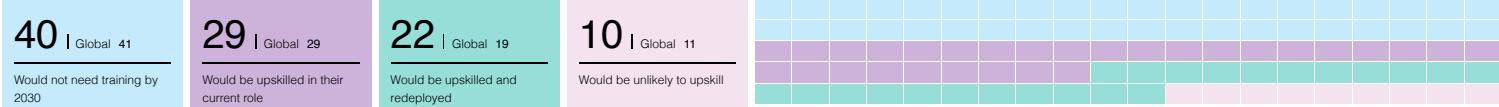
Economy | Global



Nigeria

59.3

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



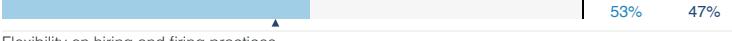
Provision of reskilling and upskilling



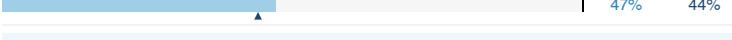
Changes to labour laws related to remote work



Improvements to public education systems



Flexibility on hiring and firing practices



Key barriers for business transformation

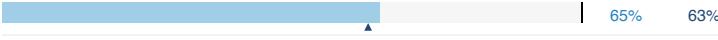
Transformation barriers

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

█ Economy █ Global

ECONOMY GLOBAL

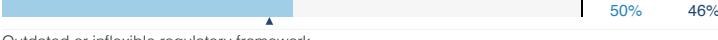
Skills gaps in the labour market



Inability to attract talent to the industry



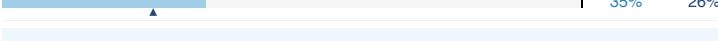
Organization culture and resistance to change



Outdated or inflexible regulatory framework



Shortage of investment capital



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

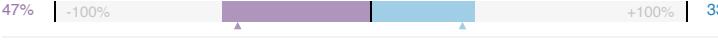
Talent availability outlook

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

53 | Global 42

Set DEI goals, targets or quotas

47 | Global 48

Targeted recruitment, retention and progression initiatives

47 | 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

93 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

64 | Global 62

Hiring new people with skills to better work alongside AI

57 | Global 49

Reorienting your organization to target new business opportunities created by AI

Norway

3.9

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2023)	66%	Secondary Education Attainment	(2022)	79%
Vulnerable employment	(2022)	4%	Tertiary Education Attainment	(2022)	42%
Share of youth not in employment, education, or training (NEET)	(2023)	5%	Ease of finding skilled employees in local labour market	(2024)	5
Unemployment rate	(2023)	2%	Fill vacancies by hiring foreign labour	(2024)	5
Unemployment rate among workers with basic edu.	(2023)	5%	Country investment in mid-career training		NA
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

37% | Global 39%

Skill disruption

Shares of core skills which will change

96% | 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

Increased efforts and investments to reduce carbon...	65% 47%	Increased focus on labour and social issues	39% 46%
Increased efforts and investments to adapt to climate...	61% 41%	Growing working-age populations	32% 24%
Broadening digital access	58% 60%	Stricter anti-trust and competition regulations	26% 17%
Rising cost of living, higher prices or inflation	45% 50%	Increased geopolitical division and conflicts	26% 34%
Slower economic growth	45% 42%	Increased government subsidies and industrial policy	10% 21%
Ageing and declining working-age populations	45% 40%	Increased restrictions to global trade and investment	10% 23%

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...)	100% 86%	Semiconductors and computing technologies	13% 20%
Robots and autonomous systems	71% 58%	Sensing, laser and optical technologies	10% 18%
Energy generation, storage and distribution	45% 41%	Quantum and encryption	7% 12%
New materials and composites	19% 30%		

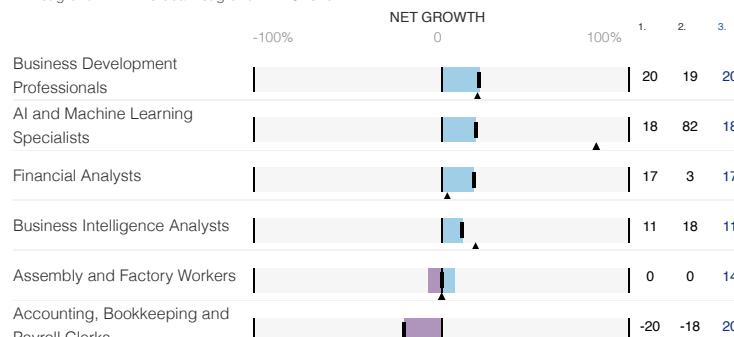
Jobs outlook

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

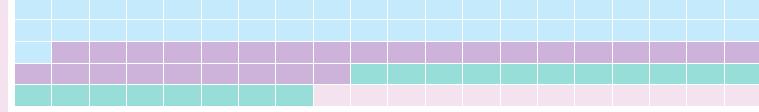
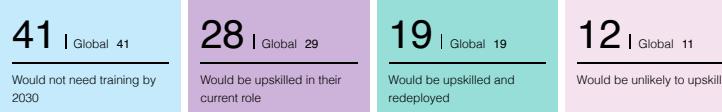
Economy | ▲ Global

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

Norway

3.9

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

74% 55%

Provision of reskilling and upskilling

52% 52%

Changes to labour laws related to remote work

48% 36%

Flexibility on hiring and firing practices

48% 44%

Changes to pension schemes and retirement ages

30% 25%

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

48% 63%

Organization culture and resistance to change

42% 46%

Shortage of investment capital

36% 26%

Inability to attract talent to the industry

32% 37%

Outdated or inflexible regulatory framework

32% 39%

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

26% 52% 22%

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

65 | Global 51

Run comprehensive DEI training for managers and staff

65 | Global 48

Targeted recruitment, retention and progression initiatives

48 | 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

87 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

70 | Global 69

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

61 | Global 47

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

Philippines

56.5

Contextual indicators

Regional average | Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	(2022)	72%	Secondary Education Attainment	(2022)	34%
Vulnerable employment	(2022)	33%	Tertiary Education Attainment	(2022)	25%
Share of youth not in employment, education, or training (NEET)	(2022)	13%	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)	2%	Country investment in mid-career training	(2022)	4
Unemployment rate among workers with advanced edu.	(2022)	3%			

Jobs and Skills outlook

16% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

96% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

91% | Global 88%

AI exposure

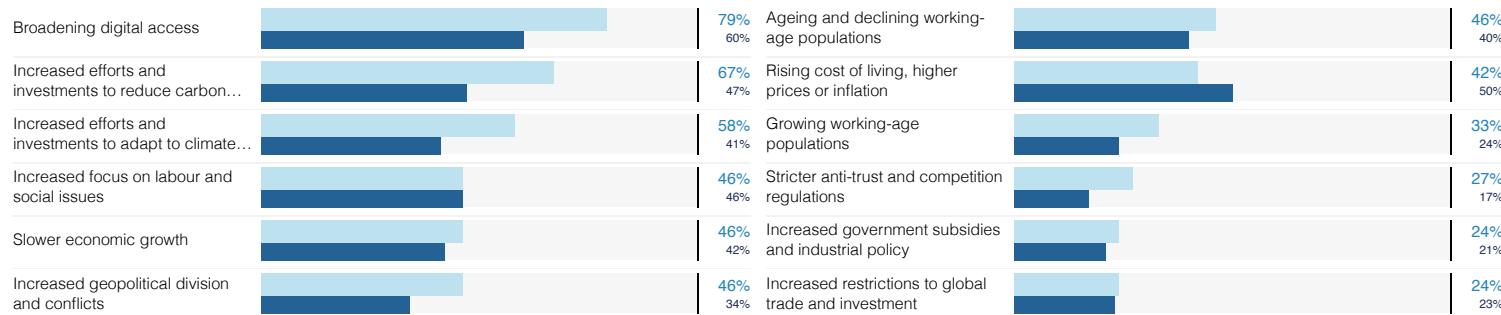
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

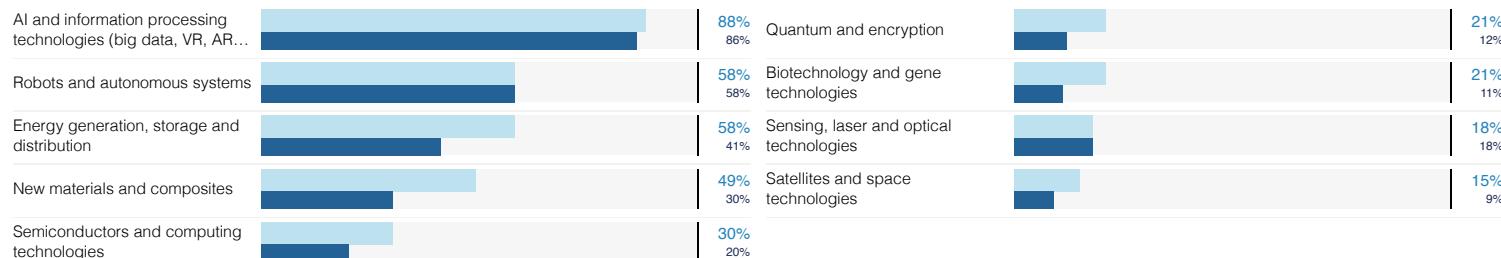


Technology trends

Technology trends driving business transformation

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

Economy | Global



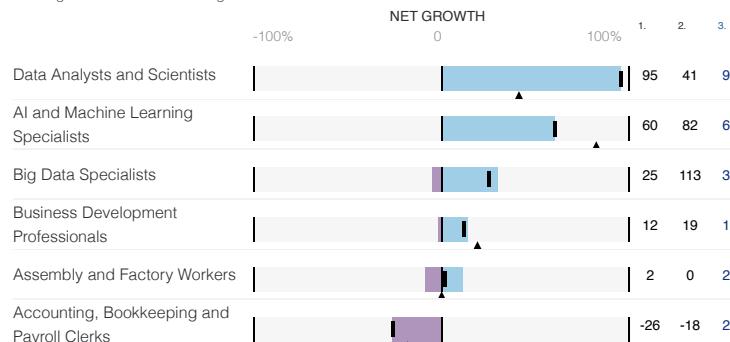
Jobs outlook

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

