

Philippines

56.5

Upskilling and reskilling outlook

32 | Global 41

Would not need training by 2030

28 | Global 29

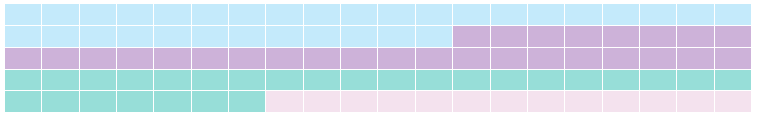
Would be upskilled in their current role

27 | Global 19

Would be upskilled and redeployed

13 | Global 11

Would be unlikely to upskill



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

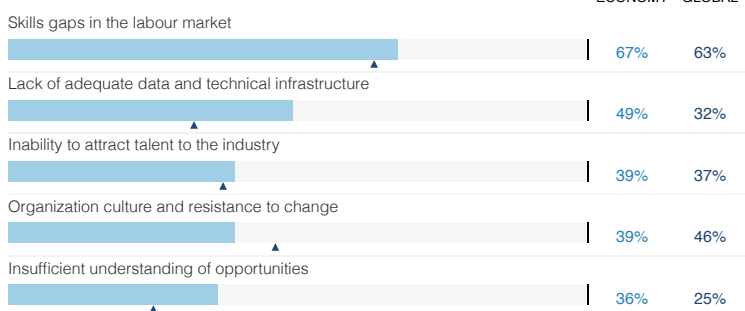


Key barriers for business transformation

Transformation barriers

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

Economy Global

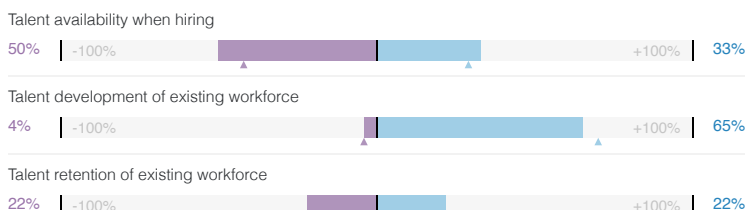


Talent availability outlook

Talent trend

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

Improving Global average Worsening Global average

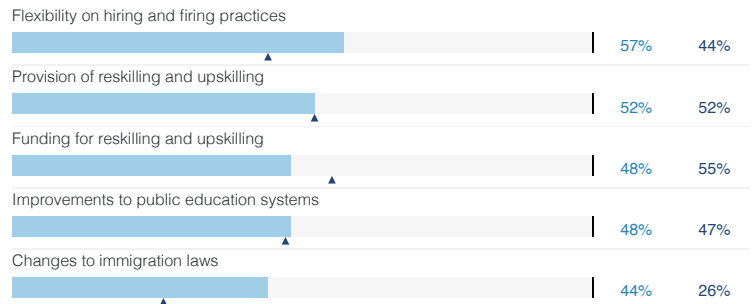


Public policy

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



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



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

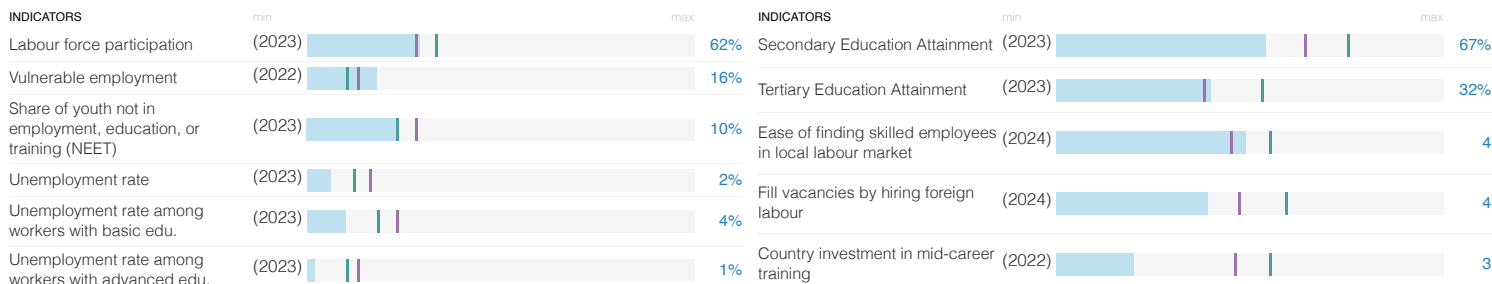
Re-orienting your organization to target new business opportunities created by AI

Poland

26.5

Contextual indicators

Regional average Income Group average



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

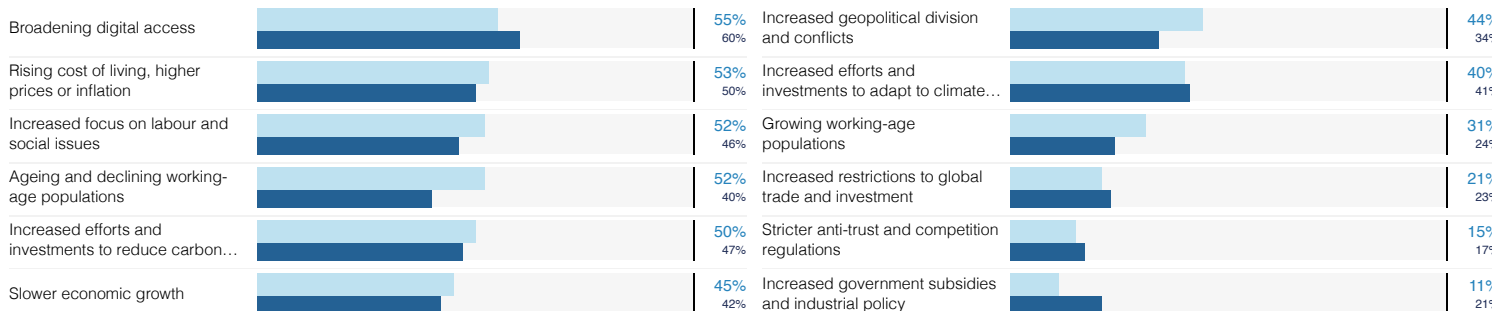
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

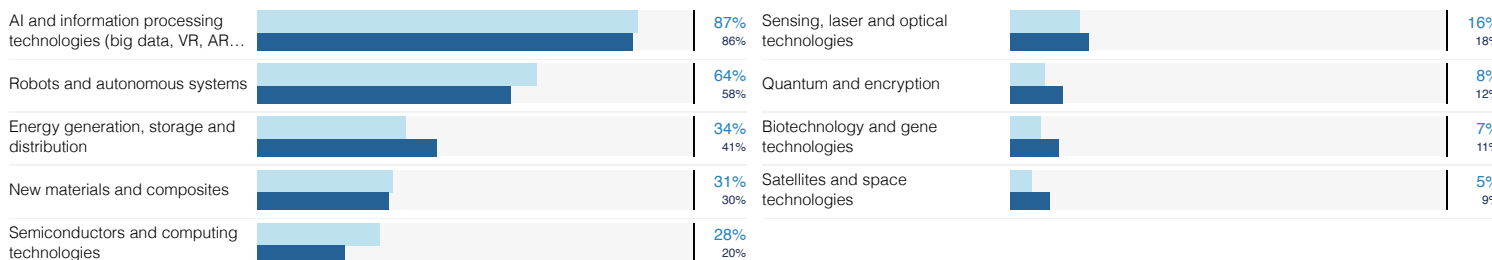


Technology trends

Technology trends driving business transformation

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

Economy Global

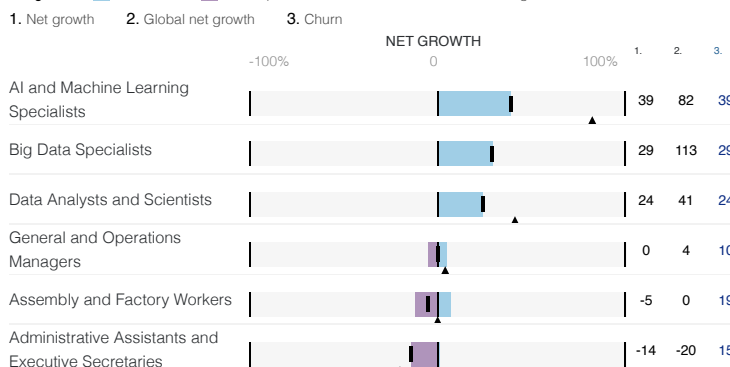


Jobs outlook

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

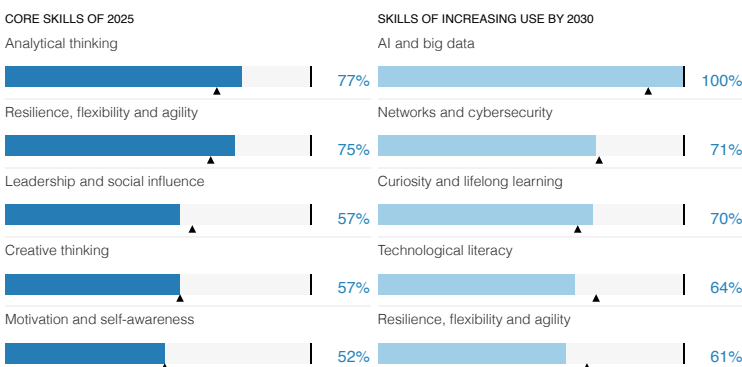


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Poland

26.5

Upskilling and reskilling outlook

42 | Global 41

Would not need training by 2030

31 | Global 29

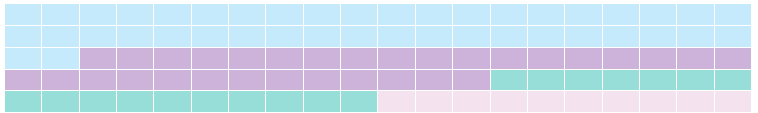
Would be upskilled in their current role

17 | Global 19

Would be upskilled and redeployed

10 | Global 11

Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

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

Human Global Combination Global Technology Global

ALL TASKS

Now



2030



Key barriers for business transformation

Transformation barriers

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

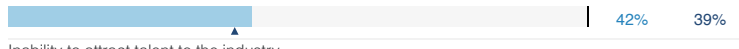
Economy Global

ECONOMY GLOBAL

Skills gaps in the labour market



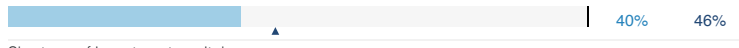
Outdated or inflexible regulatory framework



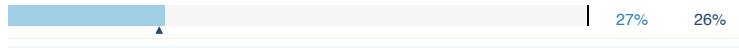
Inability to attract talent to the industry



Organization culture and resistance to change



Shortage of investment capital



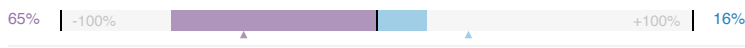
Talent availability outlook

Talent trend

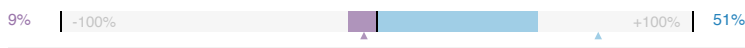
Share of respondents who expect their talent availability to improve or worsen in five years

Improving Global average Worsening Global average

Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Public policy

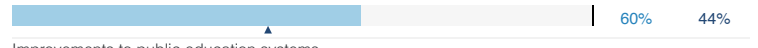
Public policies to improve talent availability

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

Economy Global

ECONOMY GLOBAL

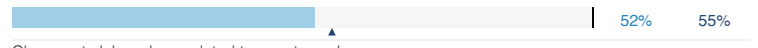
Flexibility on hiring and firing practices



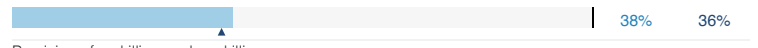
Improvements to public education systems



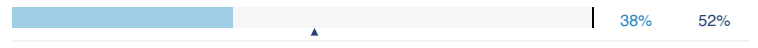
Funding for reskilling and upskilling



Changes to labour laws related to remote work



Provision of reskilling and upskilling



Wage outlook

Wage trends

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

Growing Global Similar Global Declining Global



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

66 | Global 69

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

56 | Global 49

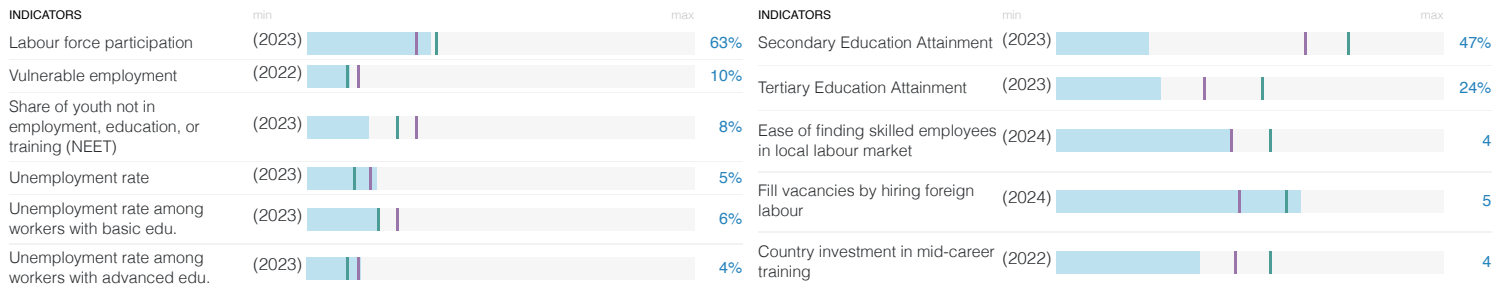
Re-orienting your organization to target new business opportunities created by AI

Portugal

7.9

Contextual indicators

Regional average Income Group average



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

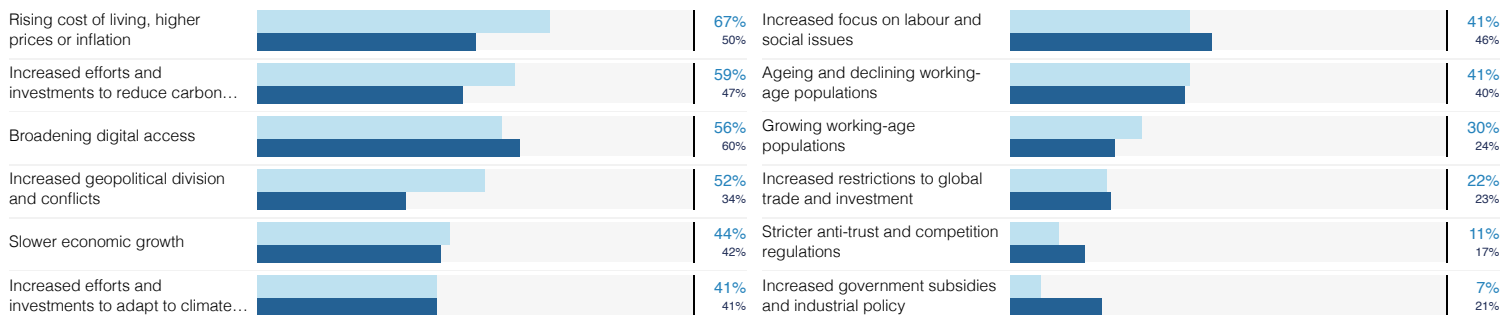
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

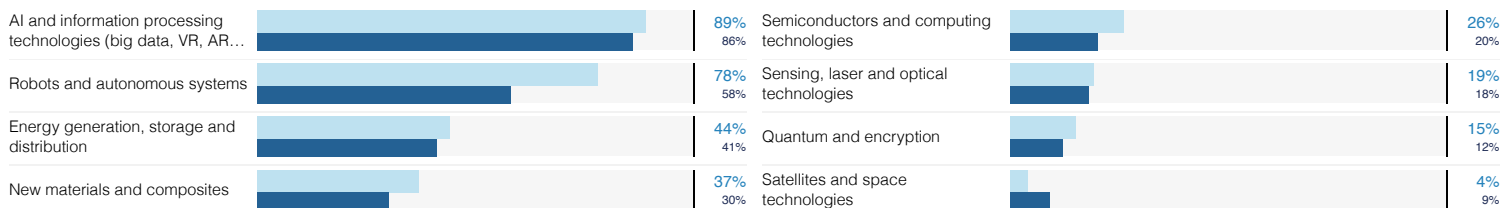


Technology trends

Technology trends driving business transformation

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

Economy Global



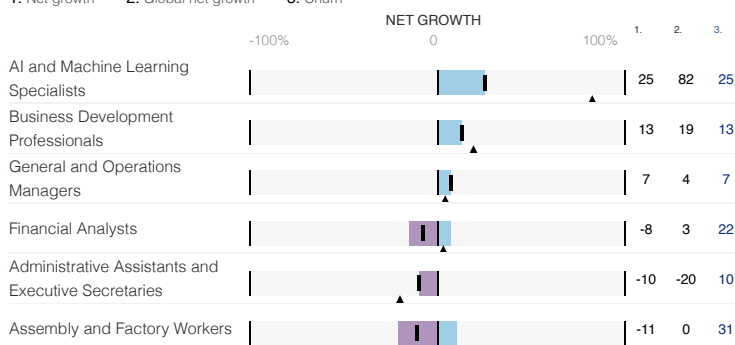
Jobs outlook

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

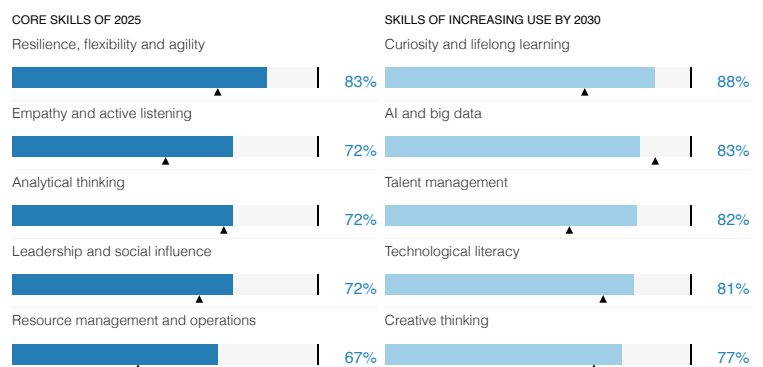


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Portugal

7.9

Upskilling and reskilling outlook

29 | Global 41

Would not need training by 2030

38 | Global 29

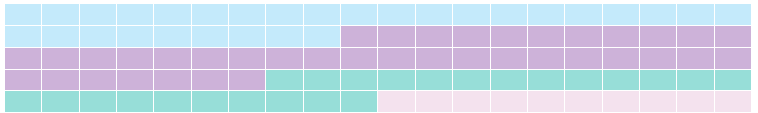
Would be upskilled in their current role

23 | Global 19

Would be upskilled and redeployed

10 | Global 11

Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

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

Human Global Combination Global Technology Global

ALL TASKS

Now



2030



Key barriers for business transformation

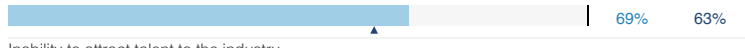
Transformation barriers

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

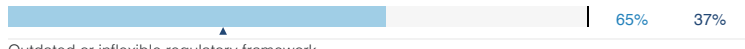
Economy Global

ECONOMY GLOBAL

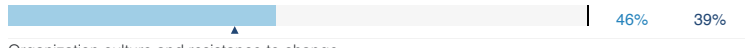
Skills gaps in the labour market



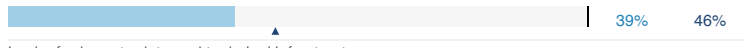
Inability to attract talent to the industry



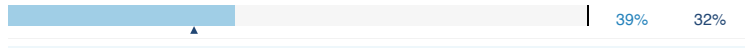
Outdated or inflexible regulatory framework



Organization culture and resistance to change



Lack of adequate data and technical infrastructure



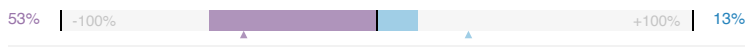
Talent availability outlook

Talent trend

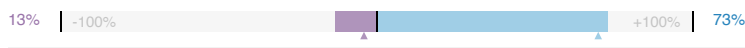
Share of respondents who expect their talent availability to improve or worsen in five years

Improving Global average Worsening Global average

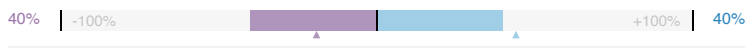
Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Public policy

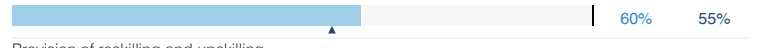
Public policies to improve talent availability

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

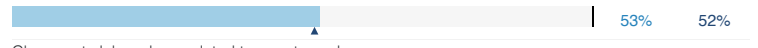
Economy Global

ECONOMY GLOBAL

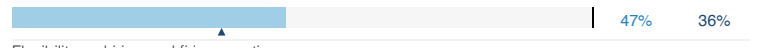
Funding for reskilling and upskilling



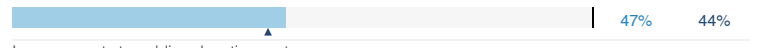
Provision of reskilling and upskilling



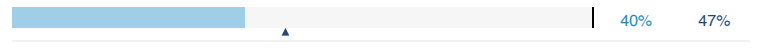
Changes to labour laws related to remote work



Flexibility on hiring and firing practices



Improvements to public education systems



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



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-harrasment 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

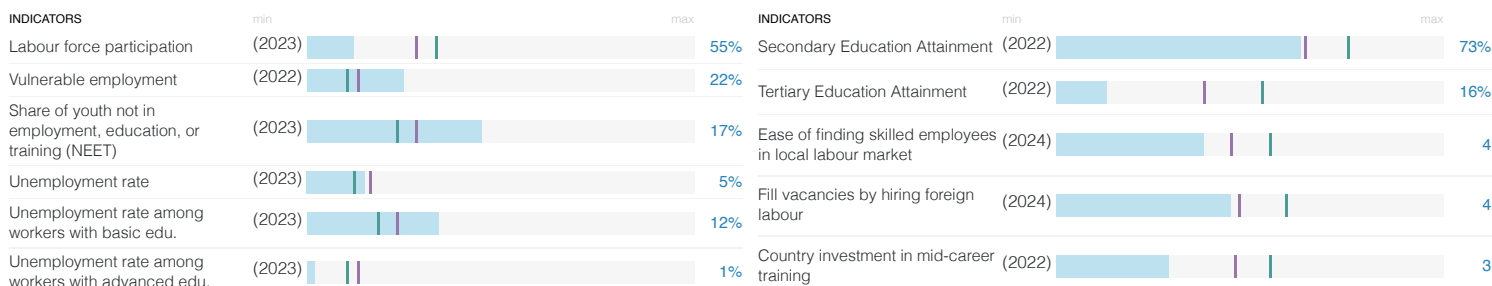
Reskilling and upskilling your existing workforce to better work alongside AI

Romania

13.8

Contextual indicators

Regional average Income Group average



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

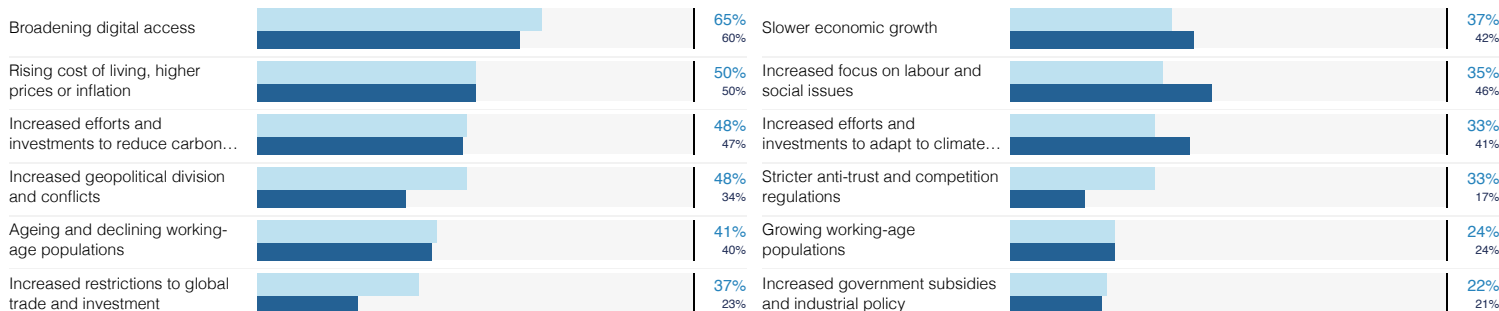
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

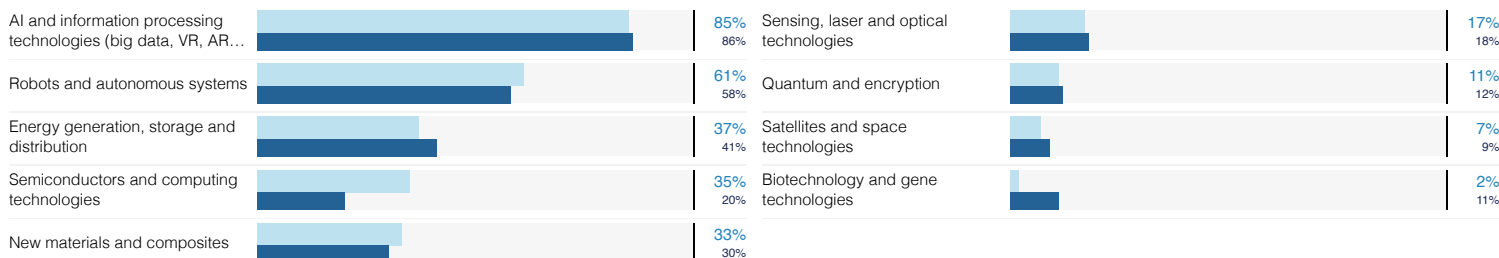


Technology trends

Technology trends driving business transformation

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

Economy Global

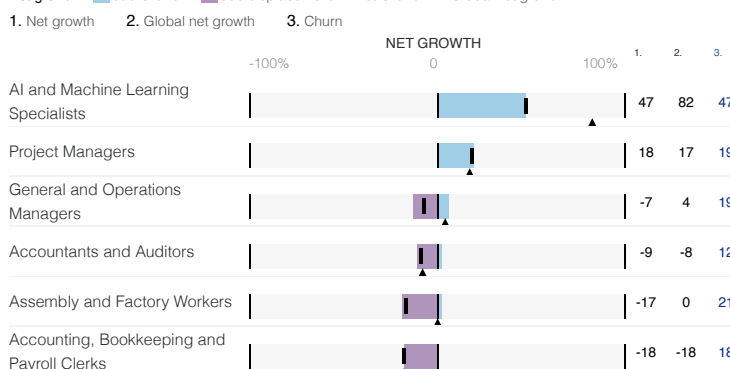


Jobs outlook

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

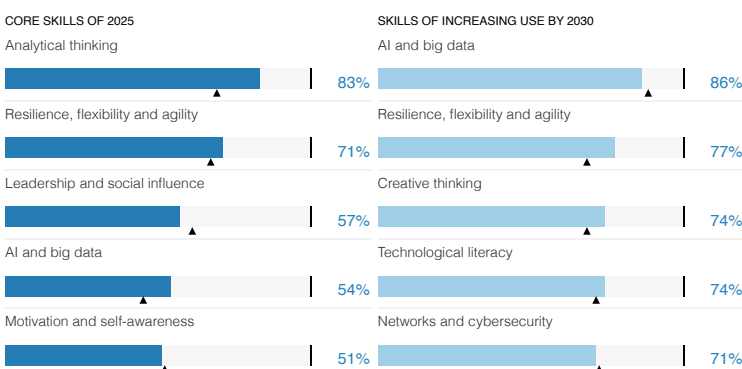


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Romania

13.8

Upskilling and reskilling outlook

40 | Global 41

Would not need training by 2030

29 | Global 29

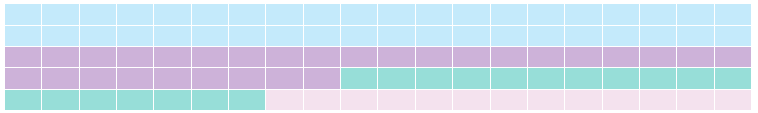
Would be upskilled in their current role

18 | Global 19

Would be upskilled and redeployed

14 | Global 11

Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

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

Human Global Combination Global Technology Global

ALL TASKS

Now



2030



Key barriers for business transformation

Transformation barriers

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

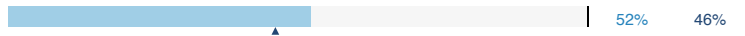
Economy Global

ECONOMY GLOBAL

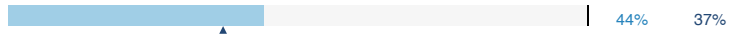
Skills gaps in the labour market



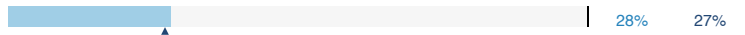
Organization culture and resistance to change



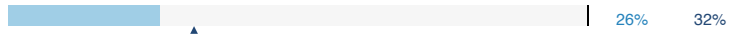
Inability to attract talent to the industry



Inability to attract talent to my firm



Lack of adequate data and technical infrastructure



Talent availability outlook

Talent trend

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

Improving Global average Worsening Global average

Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Public policy

Public policies to improve talent availability

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

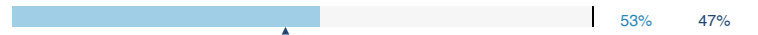
Economy Global

ECONOMY GLOBAL

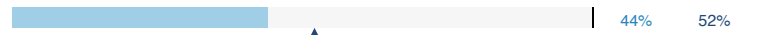
Funding for reskilling and upskilling



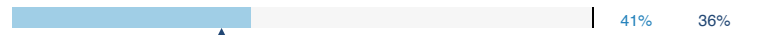
Improvements to public education systems



Provision of reskilling and upskilling



Changes to labour laws related to remote work



Wage subsidies



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



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

67 | Global 69

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

61 | Global 49

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

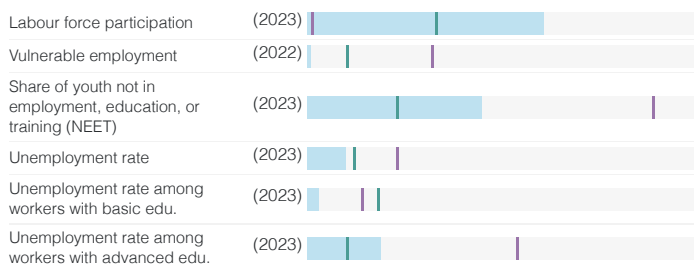
Saudi Arabia

N/A

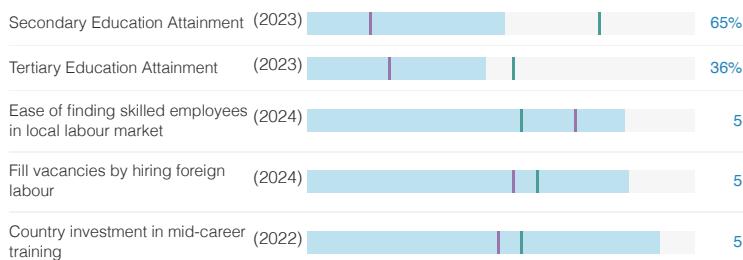
Contextual indicators

Regional average Income Group average

INDICATORS



INDICATORS



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

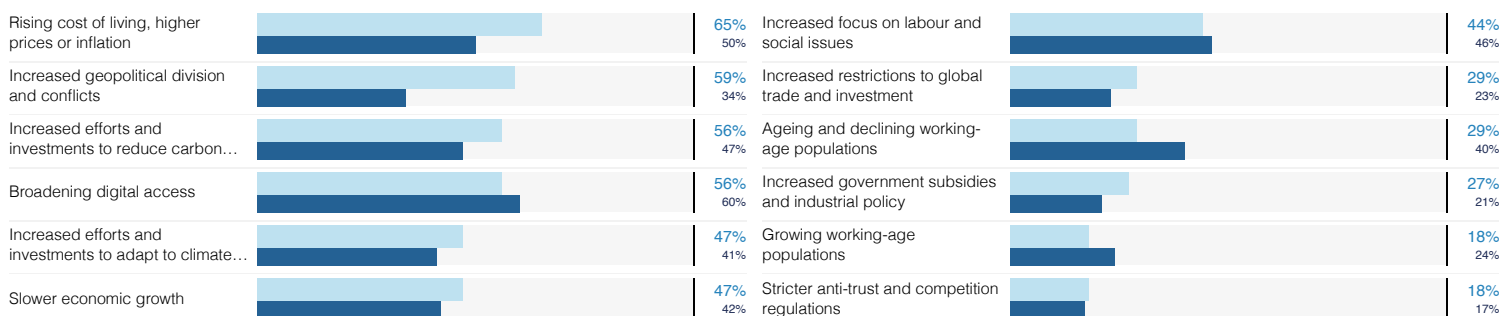
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

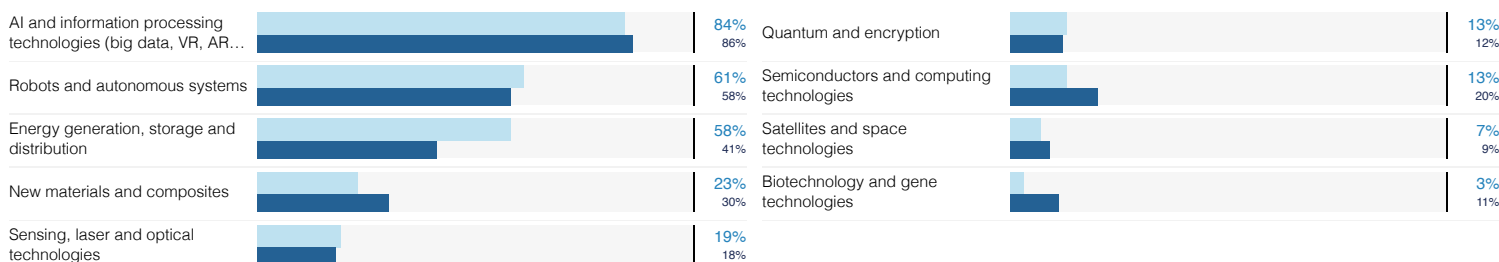


Technology trends

Technology trends driving business transformation

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

Economy Global

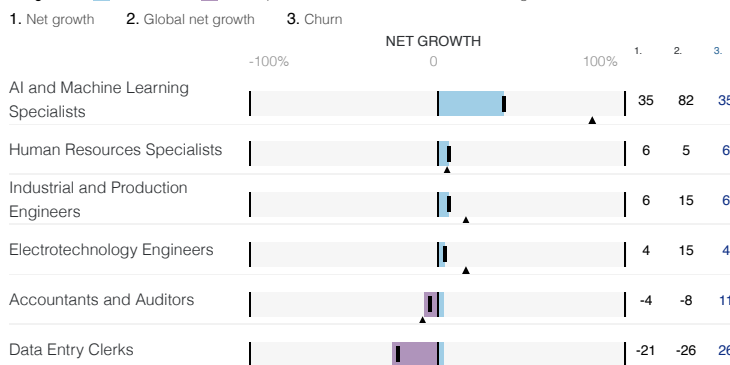


Jobs outlook

Key roles for business transformation

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

Net growth Job Growth Job displacement Net Growth Global net growth

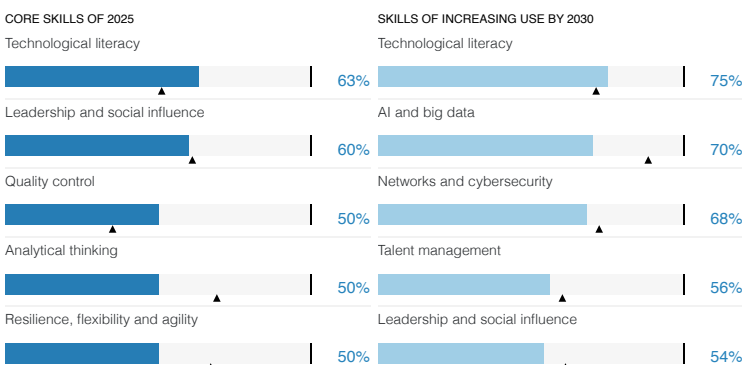


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Saudi Arabia

N/A

Upskilling and reskilling outlook

50 | Global 41

Would not need training by 2030

27 | Global 29

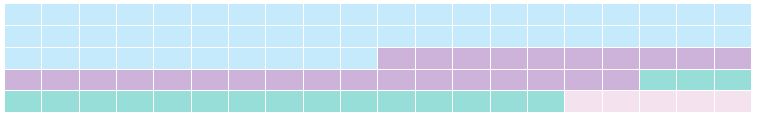
Would be upskilled in their current role

18 | Global 19

Would be upskilled and redeployed

5 | Global 11

Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

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

Human Global Combination Global Technology Global

ALL TASKS

Now



2030



Key barriers for business transformation

Transformation barriers

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

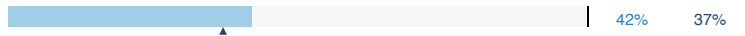
Economy Global

ECONOMY GLOBAL

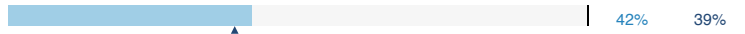
Skills gaps in the labour market



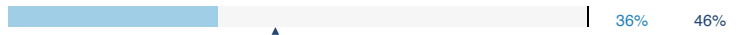
Inability to attract talent to the industry



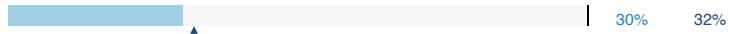
Outdated or inflexible regulatory framework



Organization culture and resistance to change



Lack of adequate data and technical infrastructure



Talent availability outlook

Talent trend

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

Improving Global average Worsening Global average

Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



Public policy

Public policies to improve talent availability

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

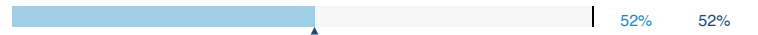
Economy Global

ECONOMY GLOBAL

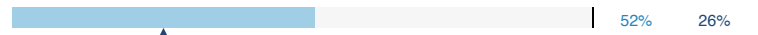
Funding for reskilling and upskilling



Provision of reskilling and upskilling



Wage subsidies



Flexibility on setting wages



Flexibility on hiring and firing practices



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



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

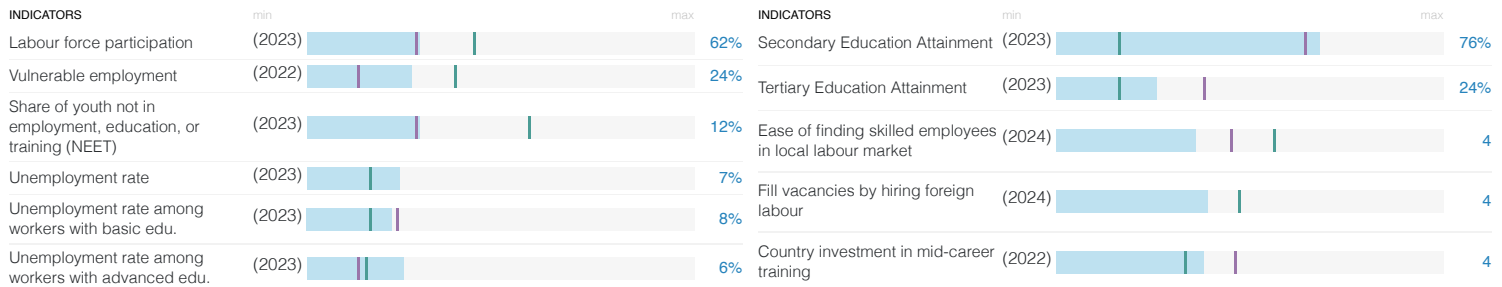
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

50 | Global 47

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

Contextual indicators

Regional average Income Group average



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

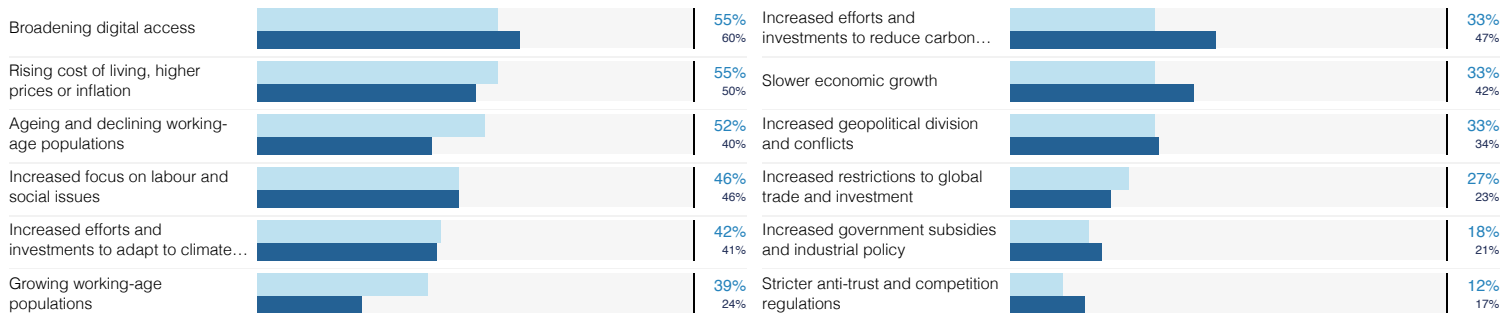
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

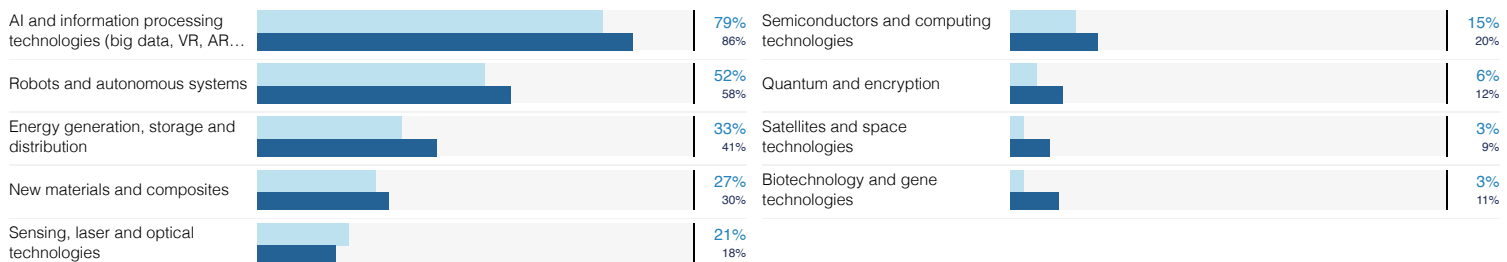


Technology trends

Technology trends driving business transformation

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

Economy Global

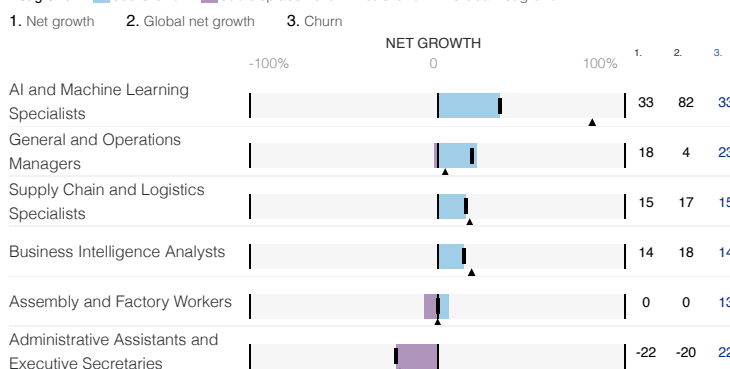


Jobs outlook

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



Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global

