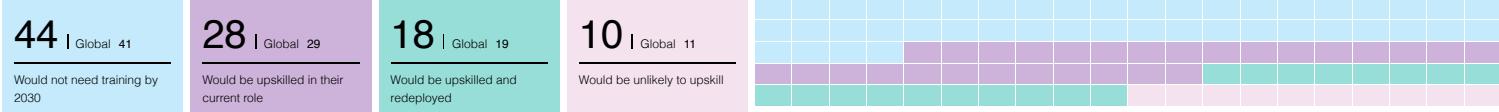


United Arab Emirates

9.4

Upskilling and reskilling outlook



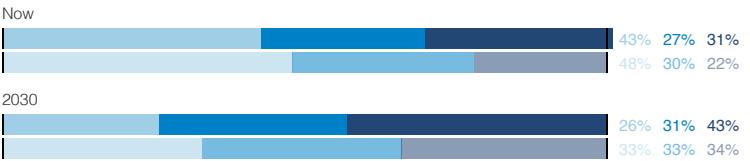
Human-machine frontier

Human-machine frontier

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

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

ALL TASKS



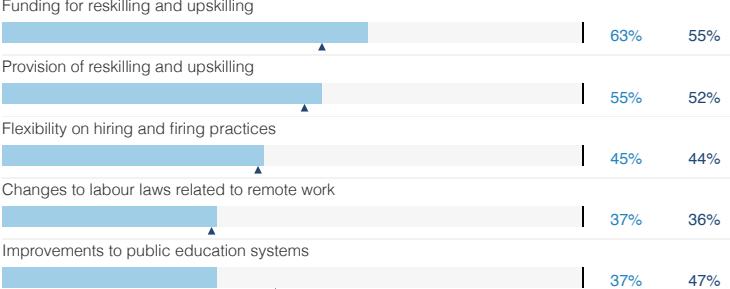
Public policy

Public policies to improve talent availability

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

█ Economy █ Global

ECONOMY GLOBAL



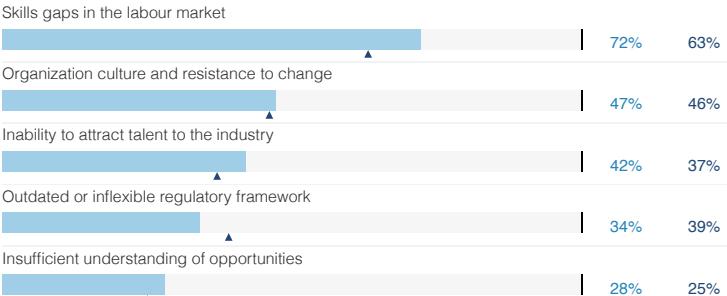
Key barriers for business transformation

Transformation barriers

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

█ Economy █ Global

ECONOMY GLOBAL



Wage outlook

Wage trends

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

█ Growing █ Global █ Similar █ Global █ Declining █ Global

33% 8% 59%

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

26% | -100% █ █ 40% | +100%

Talent development of existing workforce

2% | -100% █ █ 58% | +100%

Talent retention of existing workforce

6% | -100% █ █ 44% | +100%

DEI Actions

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

49 | Global 48

Targeted recruitment, retention and progression initiatives

45 | Global 42

Set DEI goals, targets or quotas

40 | 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

79 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

68 | Global 69

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

55 | Global 47

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

United Kingdom

47.5

Contextual indicators

Regional average | Income Group average

| INDICATORS | min | max | INDICATORS | min | max |
|---|--------|-----|--|--------|-----|
| Labour force participation | (2023) | 64% | Secondary Education Attainment | (2023) | 79% |
| Vulnerable employment | (2022) | 14% | Tertiary Education Attainment | (2023) | 42% |
| Share of youth not in employment, education, or training (NEET) | (2023) | 13% | Ease of finding skilled employees in local labour market | (2024) | 5 |
| Unemployment rate | (2023) | 3% | Fill vacancies by hiring foreign labour | (2024) | 5 |
| Unemployment rate among workers with basic edu. | (2023) | 4% | Country investment in mid-career training | (2022) | 4 |
| Unemployment rate among workers with advanced edu. | (2023) | 2% | | | |

Jobs and Skills outlook

23% | Global 22%

Labour-market churn

Five-year structural labour-force churn

33% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

93% | Global 88%

AI exposure

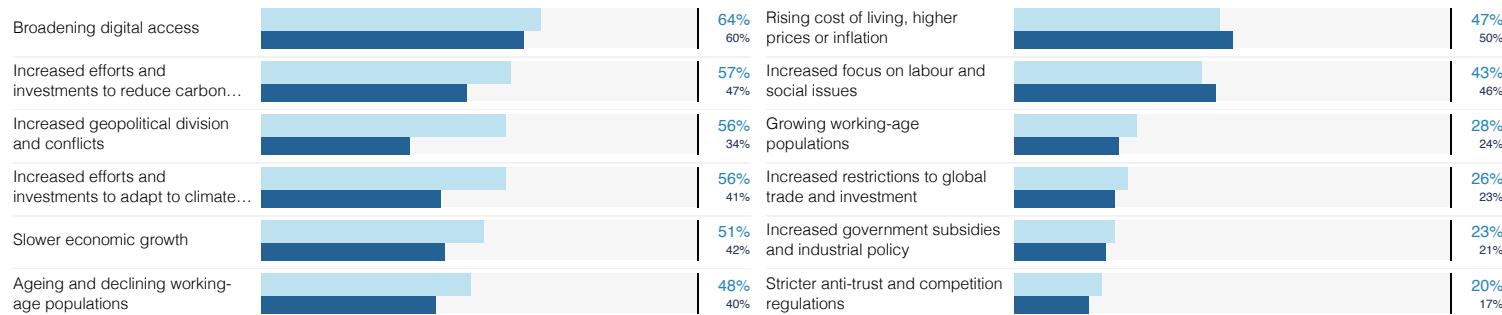
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

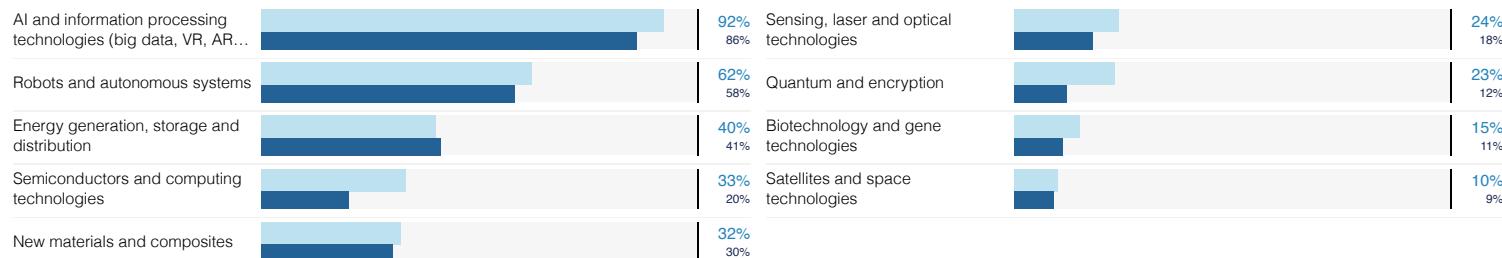


Technology trends

Technology trends driving business transformation

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

Economy | Global



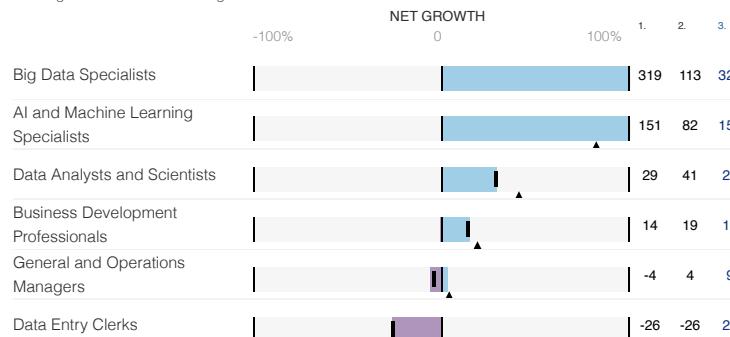
Jobs outlook

Key roles for business transformation

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

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

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

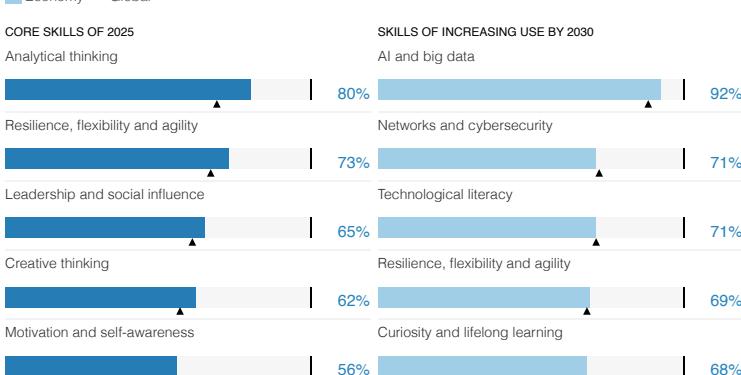


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

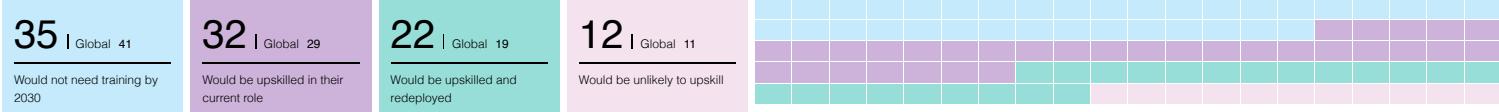
Economy | ▲ Global



United Kingdom

47.5

Upskilling and reskilling outlook



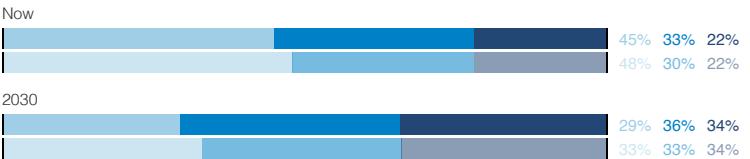
Human-machine frontier

Human-machine frontier

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

Human Global Combination Global Technology Global

ALL TASKS



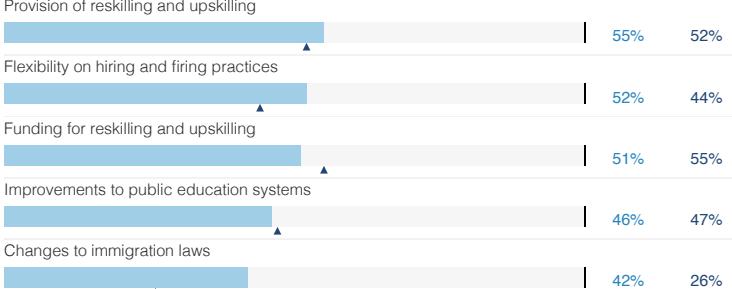
Public policy

Public policies to improve talent availability

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

Economy ▲ Global

ECONOMY GLOBAL



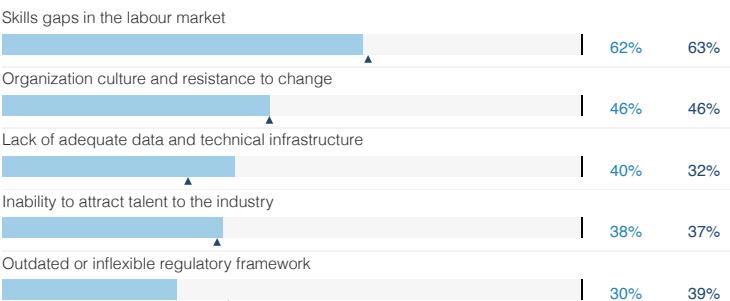
Key barriers for business transformation

Transformation barriers

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

Economy ▲ Global

ECONOMY GLOBAL



Wage outlook

Wage trends

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

Growing Global Similar Global Declining Global

42% 48% 10%

52% 41% 8%

Talent availability outlook

Talent trend

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

Improving ▲ Global average Worsening ▲ Global average

Talent availability when hiring

46% | -100% | Worsening | Improving | +100% | 26%

Talent development of existing workforce

5% | -100% | Worsening | Improving | +100% | 69%

Talent retention of existing workforce

21% | -100% | Worsening | Improving | +100% | 31%

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 48

Targeted recruitment, retention and progression initiatives

52 | 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

90 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

74 | Global 69

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

66 | Global 62

Hiring new people with skills to better work alongside AI

United States of America

Contextual indicators

Regional average | Income Group average

| INDICATORS | min | max | INDICATORS | min | max |
|---|--------|-----|--|--------|-----|
| Labour force participation | (2023) | 64% | Secondary Education Attainment | (2023) | 95% |
| Vulnerable employment | (2022) | 4% | Tertiary Education Attainment | (2023) | 49% |
| Share of youth not in employment, education, or training (NEET) | (2023) | 11% | Ease of finding skilled employees in local labour market | (2024) | 5 |
| Unemployment rate | (2023) | 3% | Fill vacancies by hiring foreign labour | (2024) | 5 |
| Unemployment rate among workers with basic edu. | (2023) | 5% | Country investment in mid-career training | (2022) | 5 |
| Unemployment rate among workers with advanced edu. | (2023) | 2% | | | |

Jobs and Skills outlook

23% | Global 22%

Labour-market churn

Five-year structural labour-force churn

35% | Global 39%

Skill disruption

Shares of core skills which will change

97% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

AI exposure

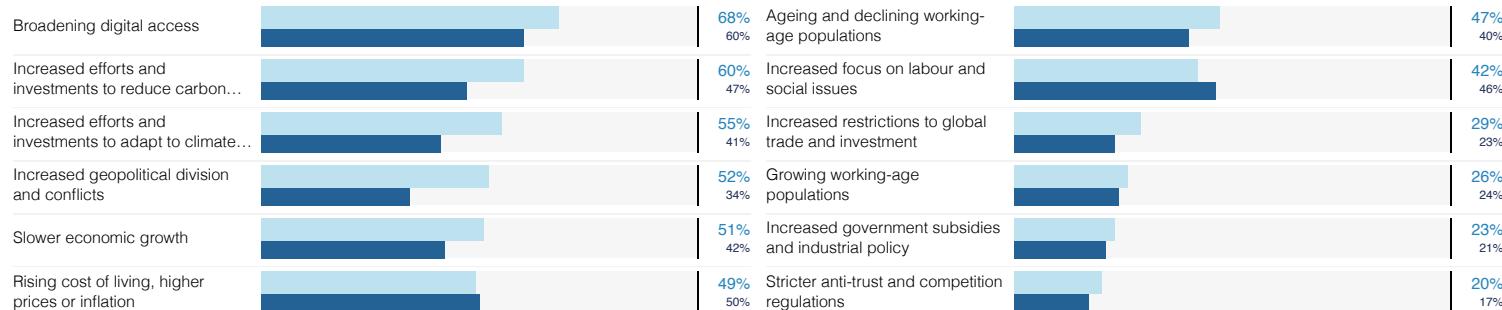
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

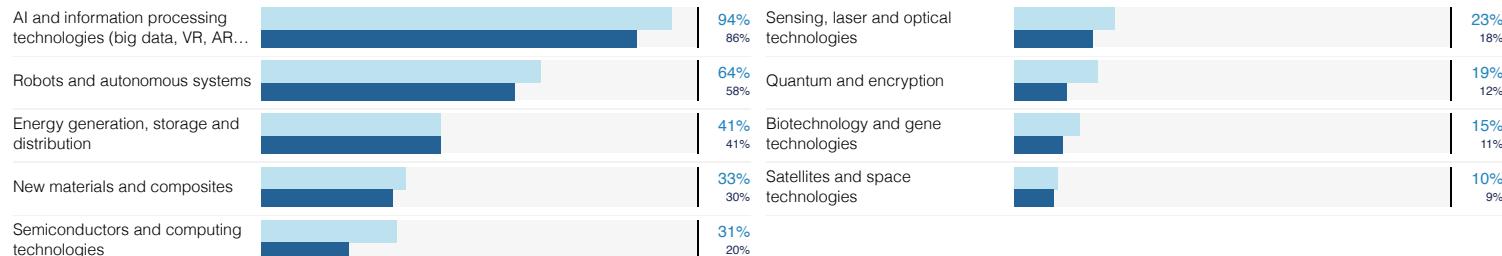


Technology trends

Technology trends driving business transformation

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

Economy | Global



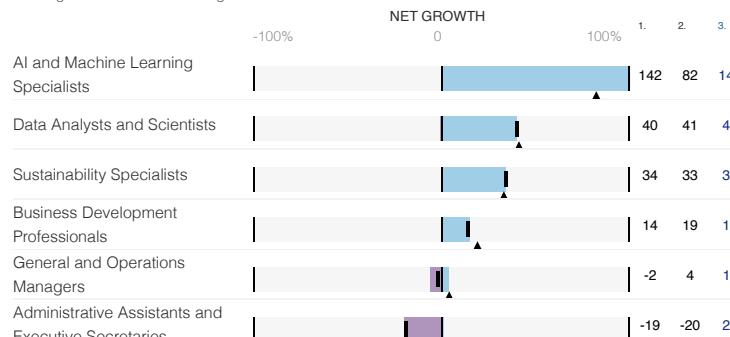
Jobs outlook

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

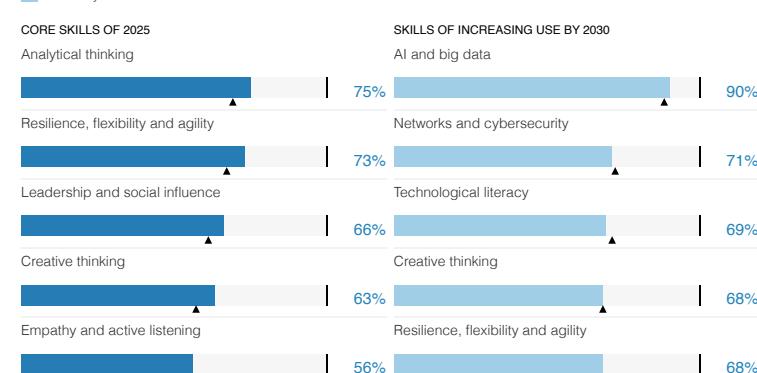


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

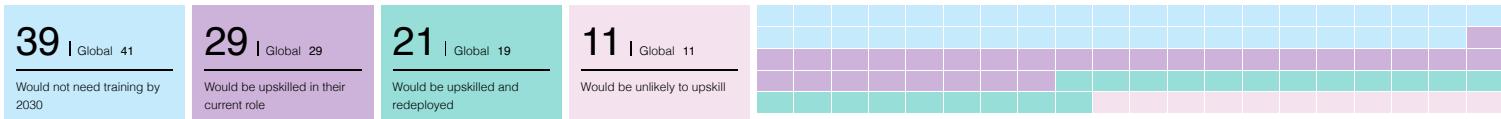
Economy | ▲ Global



United States of America

227.6

Upskilling and reskilling outlook



Human-machine frontier

Human-machine frontier

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

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

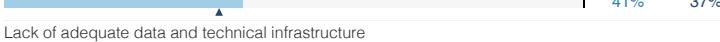
Skills gaps in the labour market



Organization culture and resistance to change



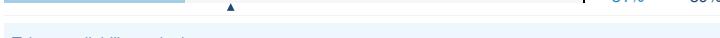
Inability to attract talent to the industry



Lack of adequate data and technical infrastructure



Outdated or inflexible regulatory framework

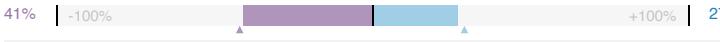


Talent availability outlook

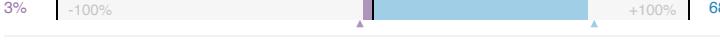
Talent trend

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

Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



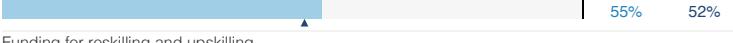
Public policy

Public policies to improve talent availability

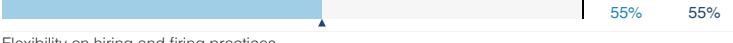
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

ECONOMY GLOBAL

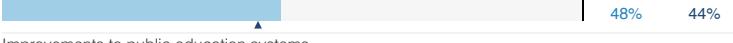
Provision of reskilling and upskilling



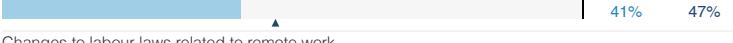
Funding for reskilling and upskilling



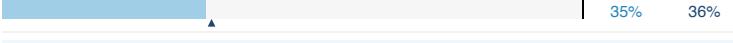
Flexibility on hiring and firing practices



Improvements to public education systems



Changes to labour laws related to remote work



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

62 | Global 48

Targeted recruitment, retention and progression initiatives

61 | Global 51

Run comprehensive DEI training for managers and staff

55 | 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

87 | 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 62

Hiring new people with skills to better work alongside AI

Uzbekistan

19.8

Contextual indicators

Regional average | Income Group average

| INDICATORS | min | max | INDICATORS | min | max |
|---|--------|-----|--|--------|-----|
| Labour force participation | (2020) | 62% | Secondary Education Attainment | (2022) | 97% |
| Vulnerable employment | (2022) | 34% | Tertiary Education Attainment | (2022) | 62% |
| Share of youth not in employment, education, or training (NEET) | - | NA | Ease of finding skilled employees in local labour market | (2024) | 4 |
| Unemployment rate | (2020) | 4% | Fill vacancies by hiring foreign labour | (2024) | 4 |
| Unemployment rate among workers with basic edu. | - | NA | Country investment in mid-career training | (2021) | 5 |
| Unemployment rate among workers with advanced edu. | (2020) | 1% | | | |

Jobs and Skills outlook

30% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

60% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

84% | Global 88%

AI exposure

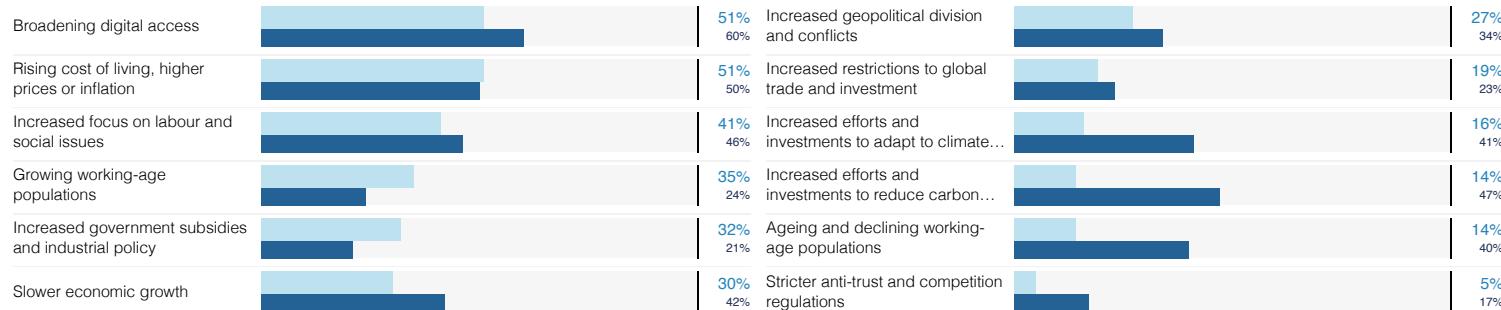
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

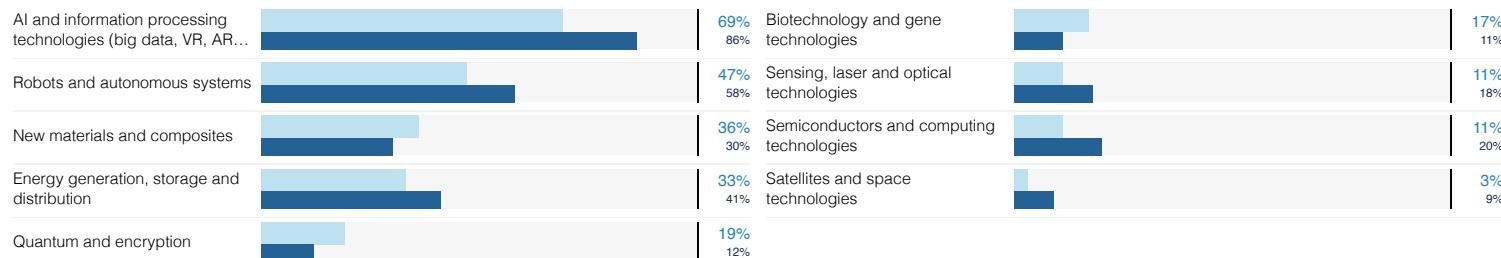


Technology trends

Technology trends driving business transformation

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

Economy | Global



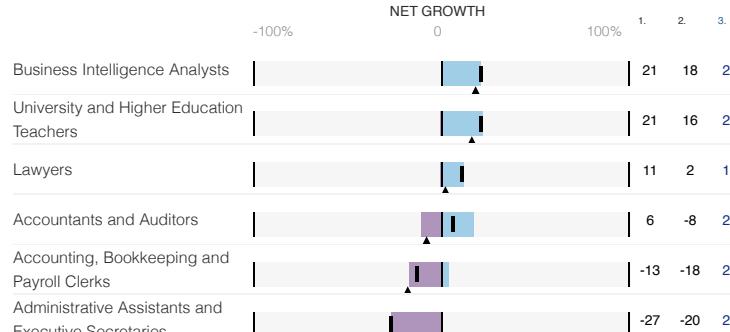
Jobs outlook

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

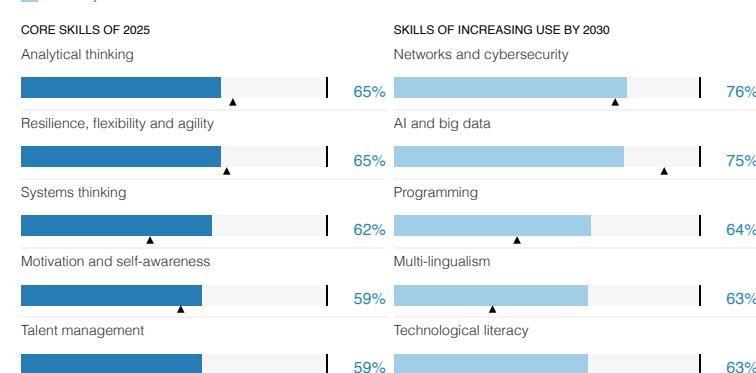


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

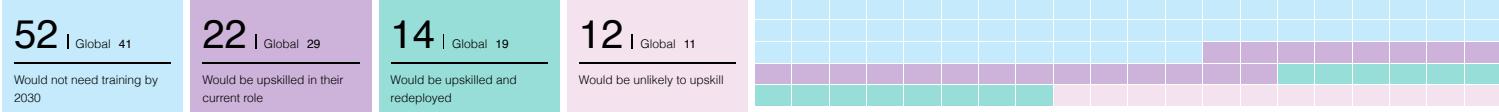
Economy | ▲ Global



Uzbekistan

19.8

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



Public policy

Public policies to improve talent availability

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

Economy ▲ Global

ECONOMY GLOBAL

Flexibility on hiring and firing practices

57% 44%

Improvements to public education systems

57% 47%

Provision of reskilling and upskilling

50% 52%

Flexibility on setting wages

37% 38%

Changes to labour laws related to remote work

33% 36%

Key barriers for business transformation

Transformation barriers

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

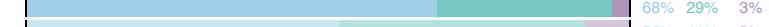
Economy ▲ Global

ECONOMY GLOBAL

Skills gaps in the labour market



Organization culture and resistance to change



Outdated or inflexible regulatory framework



Shortage of investment capital



Inability to attract talent to the industry



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

47 | Global 48

Targeted recruitment, retention and progression initiatives

33 | Global 39

Pay equity reviews and salary audits

27 | 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

65 | Global 69

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

58 | Global 41

Downsizing workforce where AI can replicate people's work

52 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

Viet Nam

63.9

Contextual indicators

Regional average | Income Group average

| INDICATORS | min | max | INDICATORS | min | max |
|---|--------|-----|--|--------|-----|
| Labour force participation | (2023) | 79% | Secondary Education Attainment | (2023) | 39% |
| Vulnerable employment | (2022) | 52% | Tertiary Education Attainment | (2023) | 15% |
| Share of youth not in employment, education, or training (NEET) | (2023) | 11% | Ease of finding skilled employees in local labour market | (2024) | 5 |
| Unemployment rate | (2023) | 1% | Fill vacancies by hiring foreign labour | (2024) | 4 |
| 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) | 2% | | | |

Jobs and Skills outlook

16% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

87% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

96% | Global 88%

AI exposure

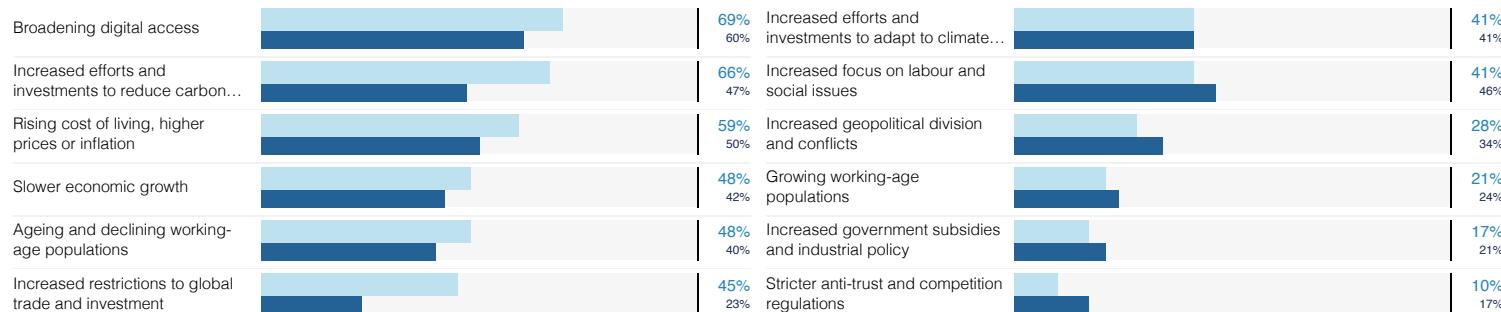
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

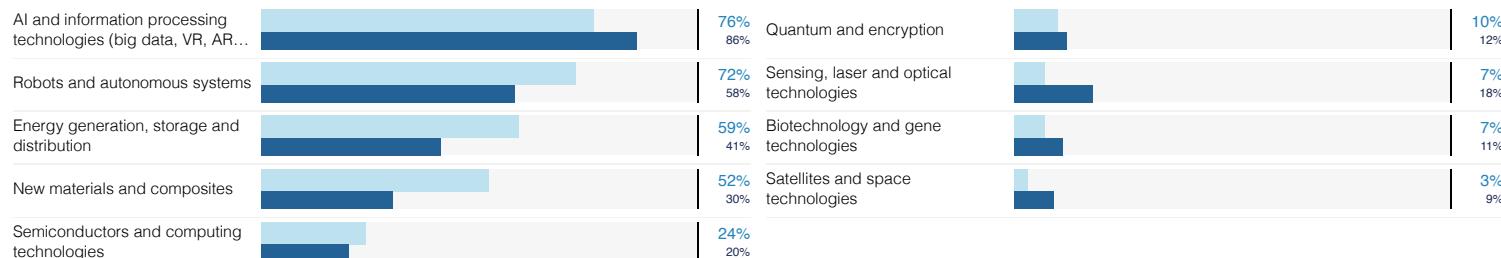


Technology trends

Technology trends driving business transformation

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

Economy | Global



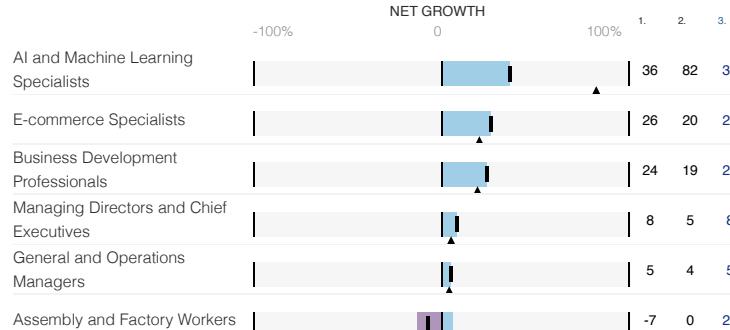
Jobs outlook

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

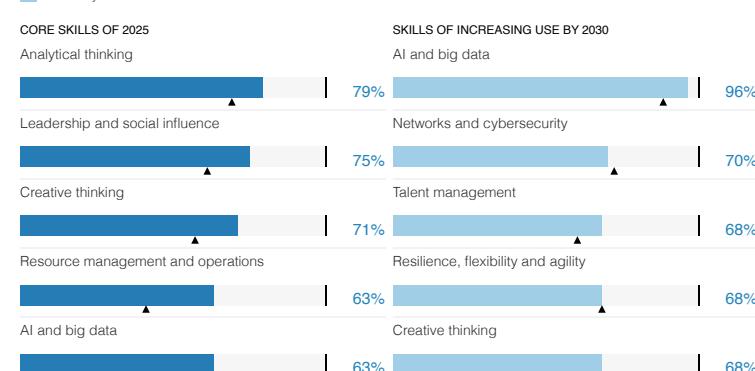


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

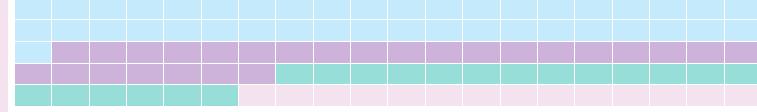
Economy | ▲ Global



Viet Nam

63.9

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



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

Flexibility on hiring and firing practices

ECONOMY GLOBAL

59% 44%

Funding for reskilling and upskilling

59% 55%

Changes to immigration laws

50% 26%

Changes to pension schemes and retirement ages

46% 25%

Wage subsidies

41% 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

62% 63%

Lack of adequate data and technical infrastructure

55% 32%

Organization culture and resistance to change

41% 46%

Insufficient understanding of opportunities

41% 25%

Outdated or inflexible regulatory framework

41% 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

59% 36% 5%

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

39% | -100% ▲ Global average | +100% | 30%

Talent development of existing workforce

5% | -100% ▲ Global average | +100% | 77%

Talent retention of existing workforce

18% | -100% ▲ Global average | +100% | 36%

DEI Actions

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

61 | Global 42

Set DEI goals, targets or quotas

61 | Global 48

Targeted recruitment, retention and progression initiatives

57 | 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

82 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

68 | Global 62

Hiring new people with skills to better work alongside AI

68 | Global 47

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

Zimbabwe

6.3

Contextual indicators

Regional average | Income Group average

| INDICATORS | min | max | INDICATORS | min | max |
|---|--------|-----|--|--------|-----|
| Labour force participation | (2023) | 76% | Secondary Education Attainment | (2022) | 66% |
| Vulnerable employment | (2022) | 61% | Tertiary Education Attainment | (2022) | 17% |
| Share of youth not in employment, education, or training (NEET) | (2023) | 30% | Ease of finding skilled employees in local labour market | (2024) | 5 |
| Unemployment rate | (2023) | 8% | Fill vacancies by hiring foreign labour | (2024) | 4 |
| Unemployment rate among workers with basic edu. | (2023) | 7% | Country investment in mid-career training | (2022) | 4 |
| Unemployment rate among workers with advanced edu. | (2023) | 5% | | | |

Jobs and Skills outlook

16% | Global 22%

Labour-market churn

Five-year structural labour-force churn

47% | Global 39%

Skill disruption

Shares of core skills which will change

100% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

91% | Global 88%

AI exposure

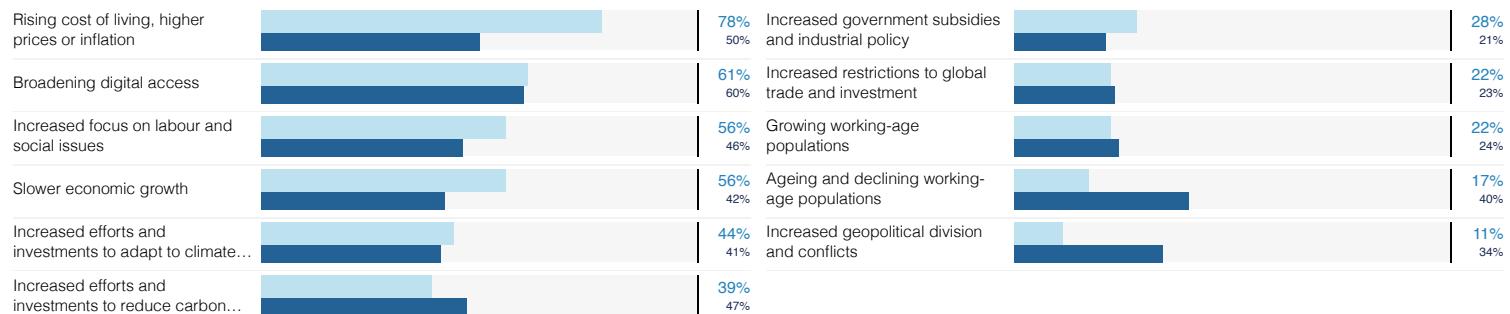
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy | Global

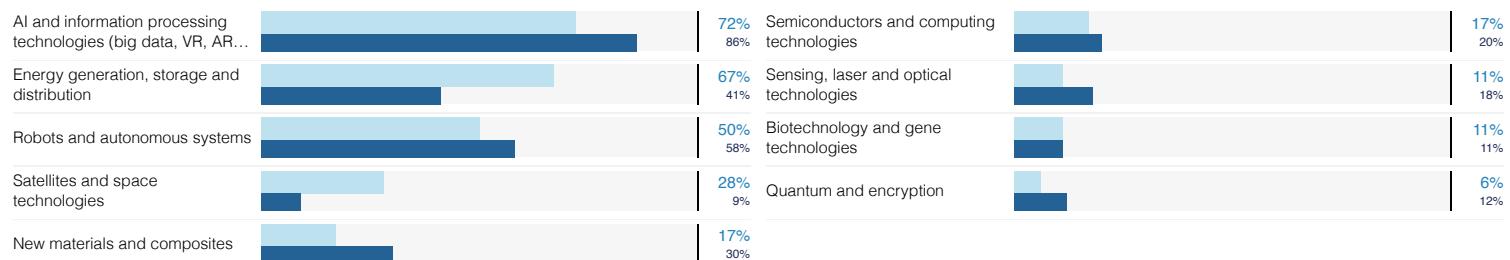


Technology trends

Technology trends driving business transformation

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

Economy | Global



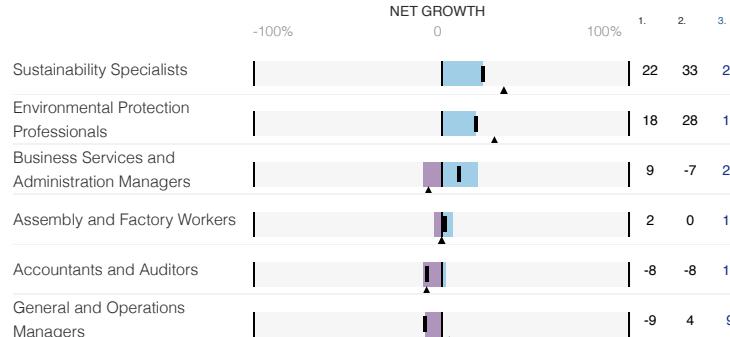
Jobs outlook

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

