

Serbia

5.0

Upskilling and reskilling outlook

43 | Global 41

Would not need training by 2030

30 | Global 29

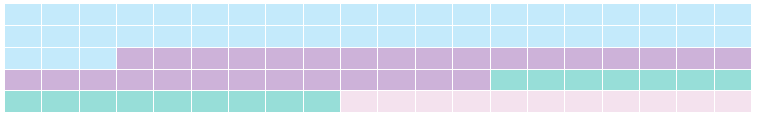
Would be upskilled in their current role

16 | Global 19

Would be upskilled and redeployed

11 | 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 to business transformation

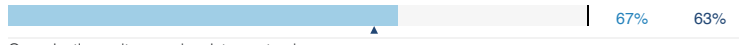
Transformation barriers

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

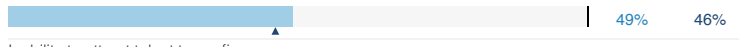
Economy Global

ECONOMY GLOBAL

Skills gaps in the labour market



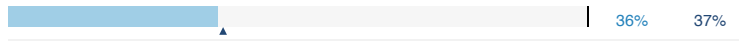
Organization culture and resistance to change



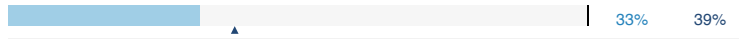
Inability to attract talent to my firm



Inability to attract talent to the industry



Outdated or inflexible regulatory framework



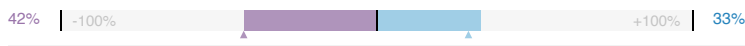
Talent availability outlook

Talent trend

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

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

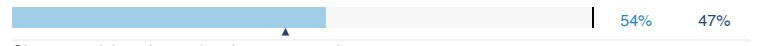
Flexibility on hiring and firing practices



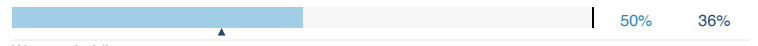
Funding for reskilling and upskilling



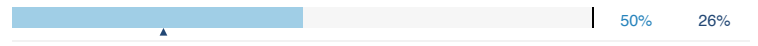
Improvements to public education systems



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

44 | Global 51

Run comprehensive DEI training for managers and staff

39 | Global 39

Pay equity reviews and salary audits

35 | Global 27

Embed DEI goals and solutions across the supply chain

AI Strategy

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

58 | Global 69

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

58 | Global 62

Hiring new people with skills to better work alongside AI

58 | Global 77

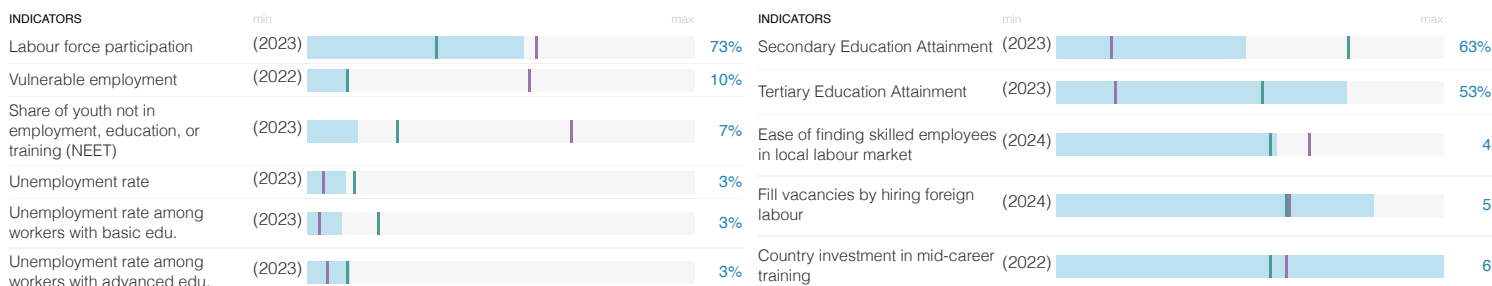
Reskilling and upskilling your existing workforce to better work alongside AI

Singapore

3.1

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

28% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

94% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

97% | Global 88%

AI exposure

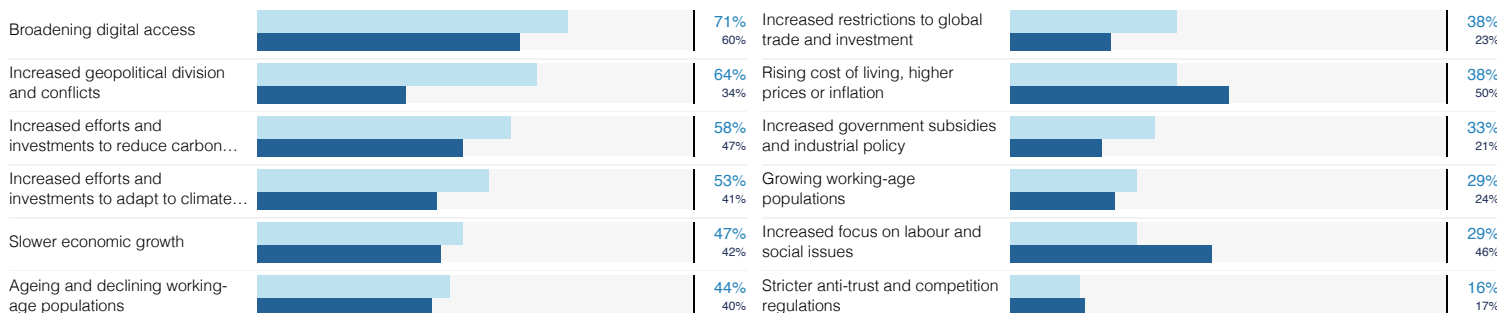
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

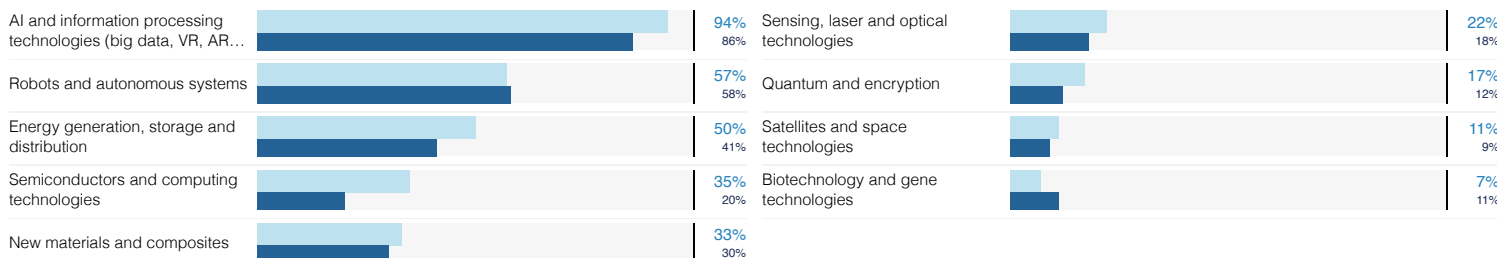


Technology trends

Technology trends driving business transformation

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

Economy Global

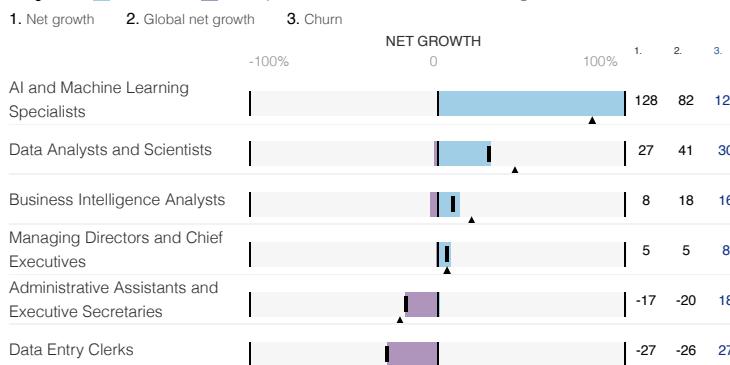


Jobs outlook

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

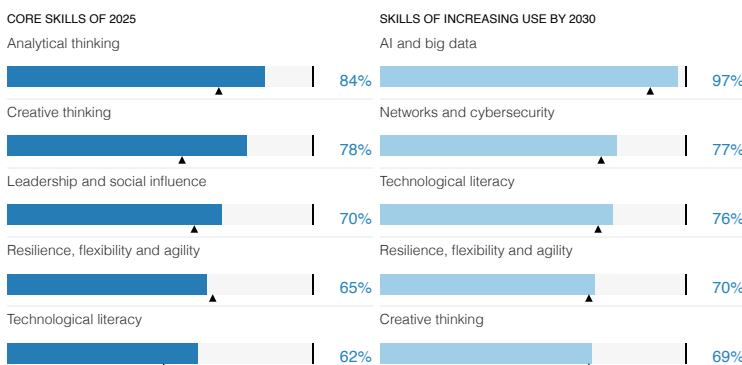


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Singapore

3.1

Upskilling and reskilling outlook

30 | Global 41

Would not need training by 2030

32 | Global 29

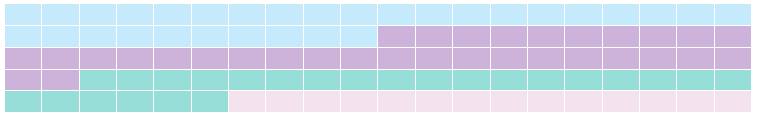
Would be upskilled in their current role

24 | 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

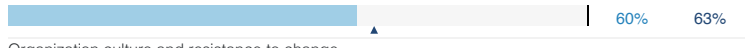
Transformation barriers

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

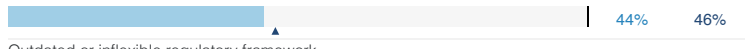
Economy Global

ECONOMY GLOBAL

Skills gaps in the labour market



Organization culture and resistance to change



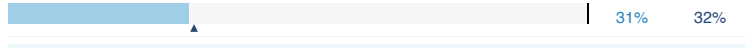
Outdated or inflexible regulatory framework



Inability to attract talent to the industry



Lack of adequate data and technical infrastructure



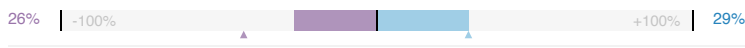
Talent availability outlook

Talent trend

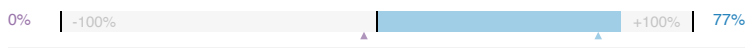
Share of respondents who expect their talent availability to improve or worsen in five years

Improving Global average Worsening Global average

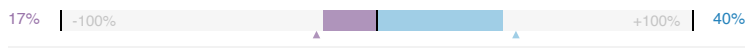
Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



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

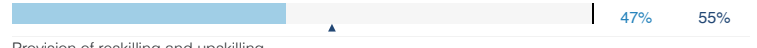
Economy Global

ECONOMY GLOBAL

Flexibility on hiring and firing practices



Funding for reskilling and upskilling



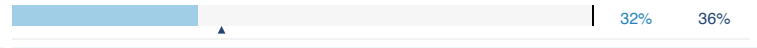
Provision of reskilling and upskilling



Flexibility on setting wages



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

71 | Global 48

Targeted recruitment, retention and progression initiatives

56 | Global 42

Set DEI goals, targets or quotas

53 | 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

79 | Global 69

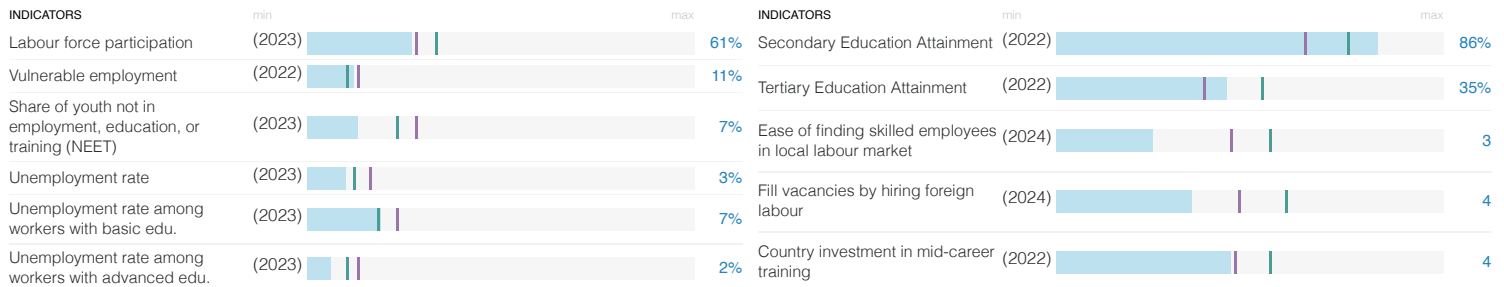
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

62 | Global 49

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

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

12% | Global 22%

Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

Skill disruption

Shares of core skills which will change

79% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

75% | Global 88%

AI exposure

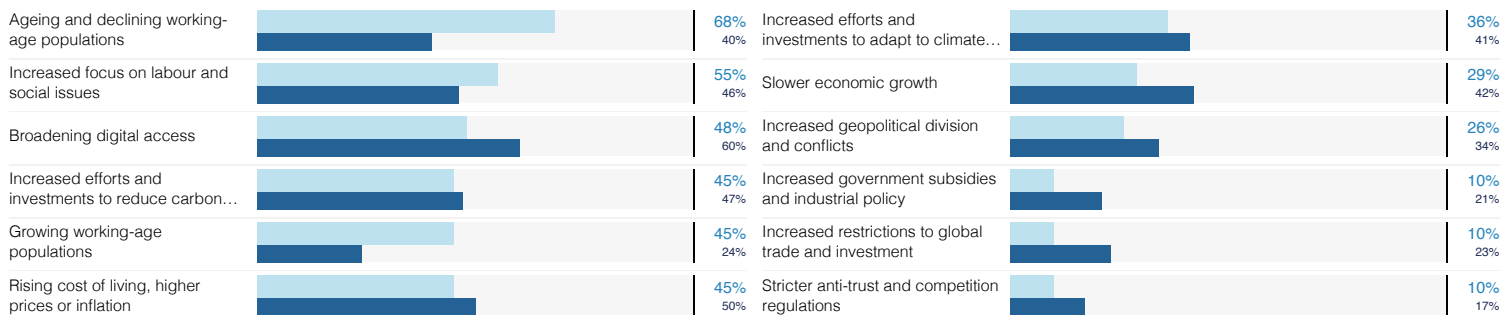
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

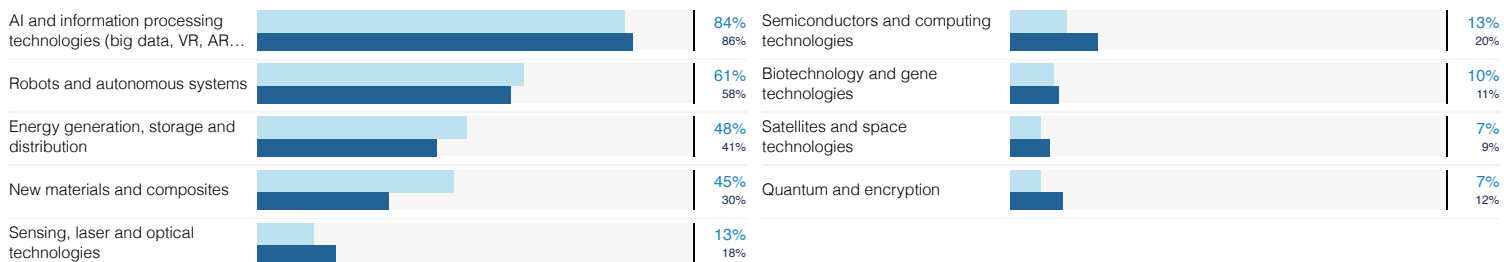


Technology trends

Technology trends driving business transformation

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

Economy Global

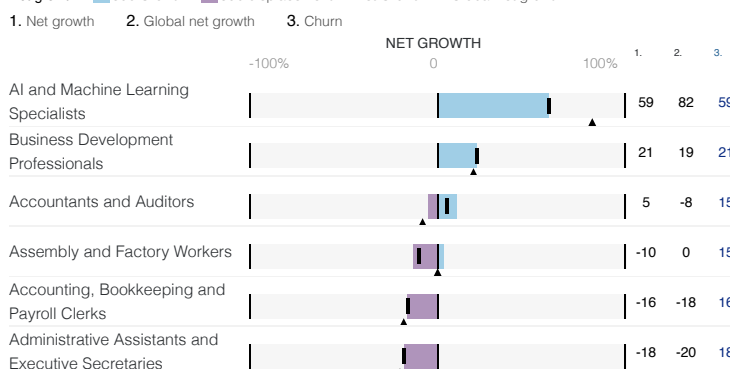


Jobs outlook

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

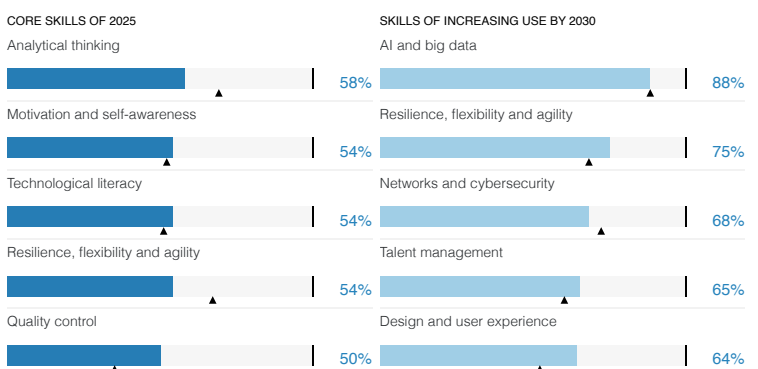


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Slovenia

1.6

Upskilling and reskilling outlook

48 | Global 41

Would not need training by 2030

27 | Global 29

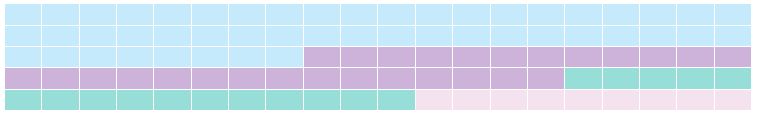
Would be upskilled in their current role

16 | 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

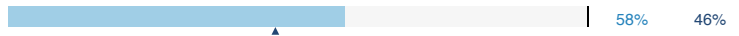
Economy Global

ECONOMY GLOBAL

Skills gaps in the labour market



Organization culture and resistance to change



Inability to attract talent to the industry



Outdated or inflexible regulatory framework



Inability to attract talent to my firm



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

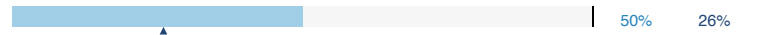
Economy Global

ECONOMY GLOBAL

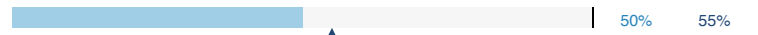
Flexibility on hiring and firing practices



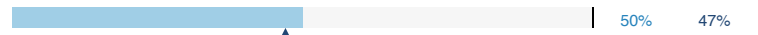
Changes to immigration laws



Funding for reskilling and upskilling



Improvements to public education systems



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

38 | Global 51

Run comprehensive DEI training for managers and staff

38 | Global 39

Pay equity reviews and salary audits

38 | 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

63 | Global 62

Hiring new people with skills to better work alongside AI

63 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

58 | Global 69

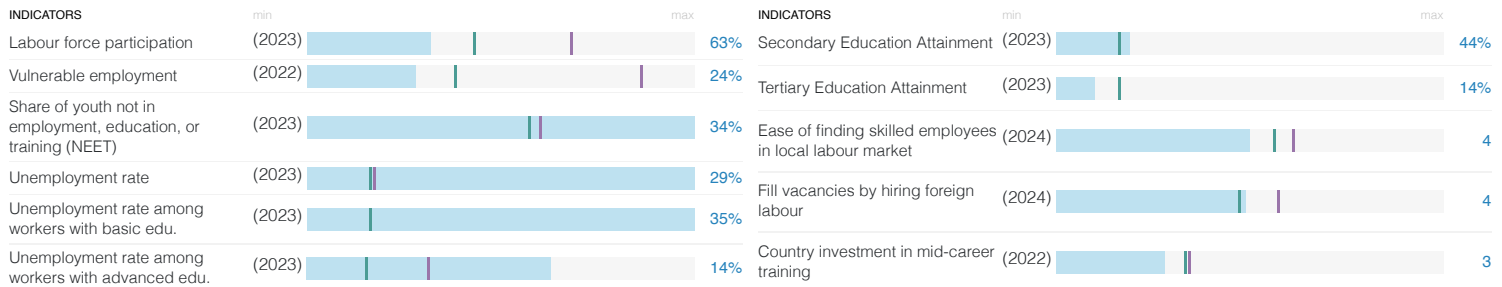
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills

South Africa

34.6

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

36% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

88% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

93% | Global 88%

AI exposure

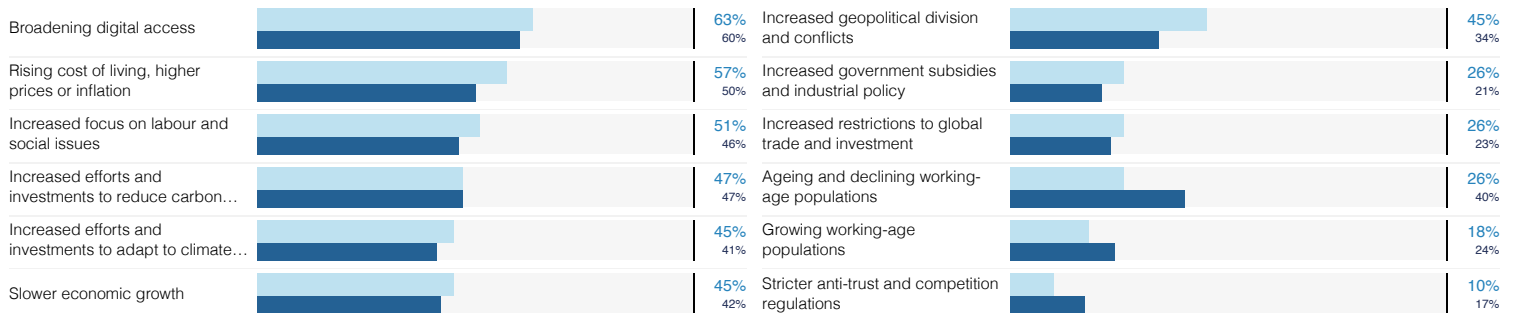
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

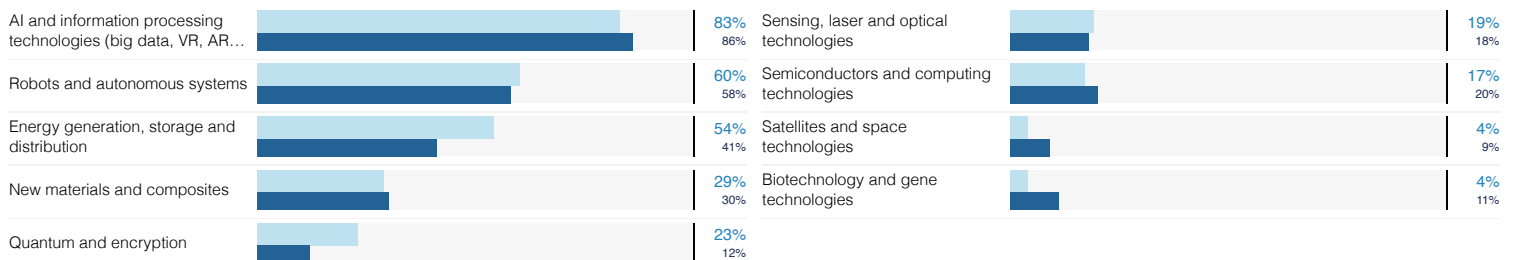


Technology trends

Technology trends driving business transformation

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

Economy Global

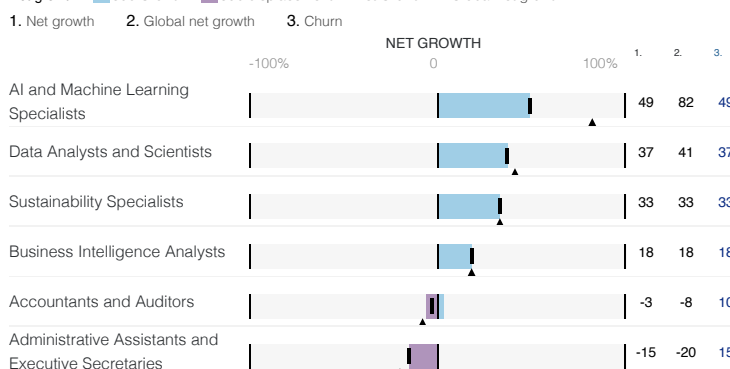


Jobs outlook

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

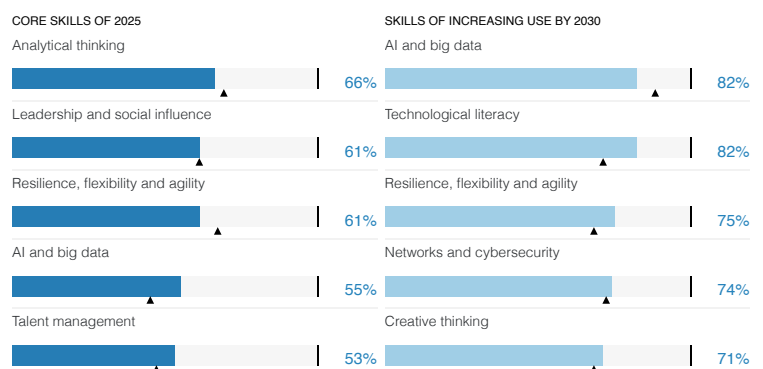


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



South Africa

34.6

Upskilling and reskilling outlook

40 | Global 41

Would not need training by 2030

29 | Global 29

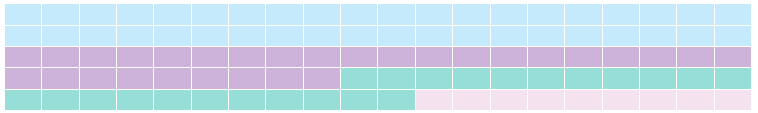
Would be upskilled in their current role

22 | 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

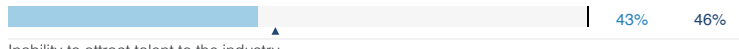
Economy Global

ECONOMY GLOBAL

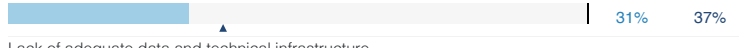
Skills gaps in the labour market



Organization culture and resistance to change



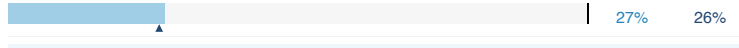
Inability to attract talent to the industry



Lack of adequate data and technical infrastructure



Shortage of investment capital



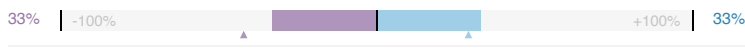
Talent availability outlook

Talent trend

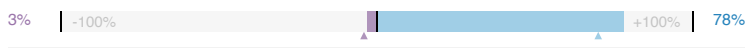
Share of respondents who expect their talent availability to improve or worsen in five years

Improving Global average Worsening Global average

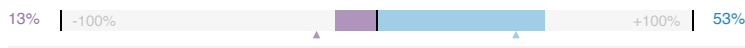
Talent availability when hiring



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

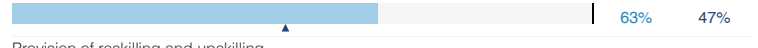
Economy Global

ECONOMY GLOBAL

Funding for reskilling and upskilling



Improvements to public education systems



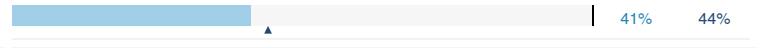
Provision of reskilling and upskilling



Changes to labour laws related to remote work



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

63 | Global 48

Targeted recruitment, retention and progression initiatives

56 | Global 42

Set DEI goals, targets or quotas

47 | 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

83 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

76 | Global 69

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

62 | Global 62

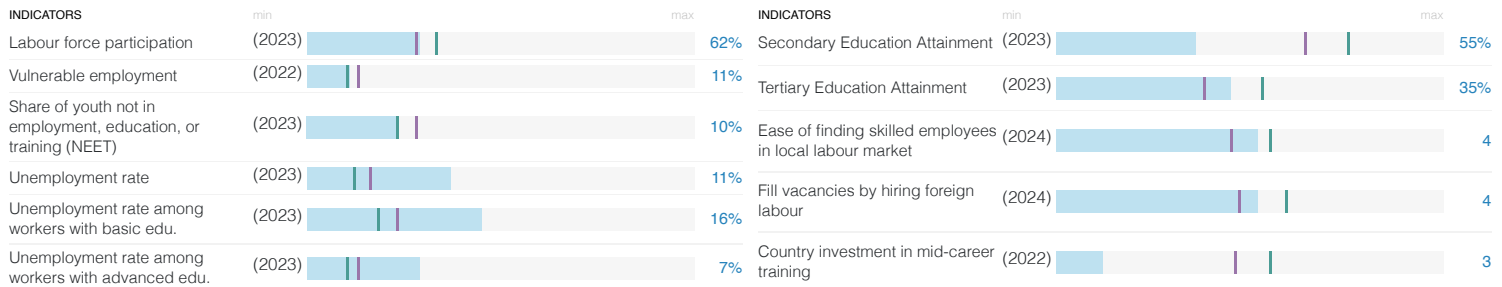
Hiring new people with skills to better work alongside AI

Spain

36.4

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

86% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

95% | Global 88%

AI exposure

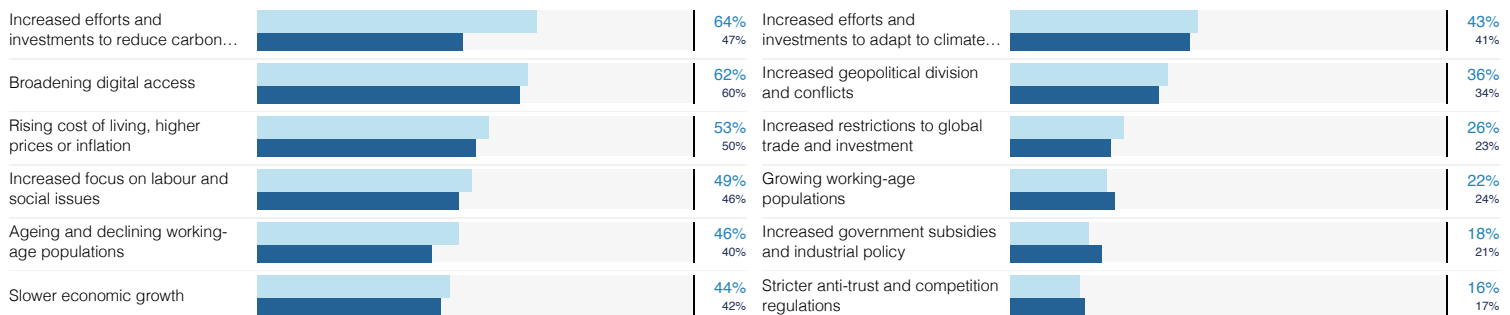
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

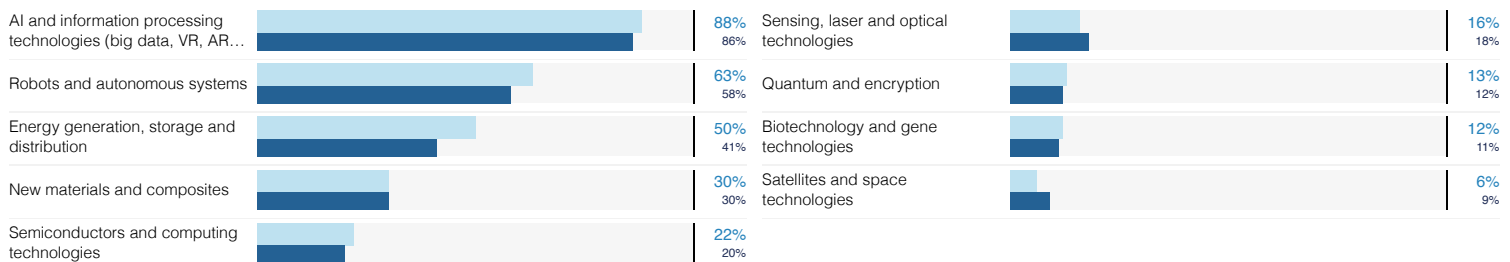


Technology trends

Technology trends driving business transformation

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

Economy Global

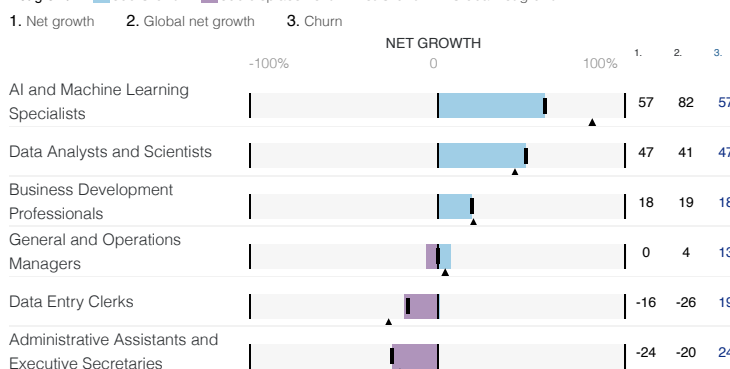


Jobs outlook

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

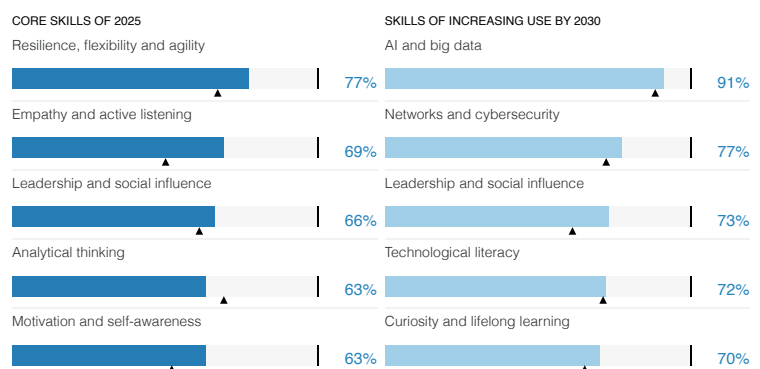


Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



Upskilling and reskilling outlook

37 | Global 41

Would not need training by 2030

31 | Global 29

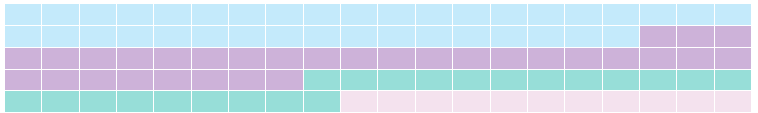
Would be upskilled in their current role

21 | Global 19

Would be upskilled and redeployed

11 | 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

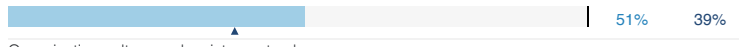
Economy Global

ECONOMY GLOBAL

Skills gaps in the labour market



Outdated or inflexible regulatory framework



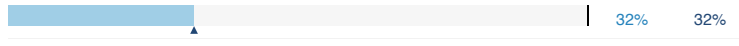
Organization culture and resistance to change



Inability to attract talent to the industry



Lack of adequate data and technical infrastructure



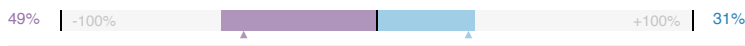
Talent availability outlook

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



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

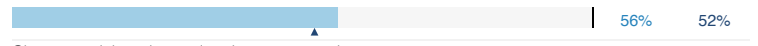
Funding for reskilling and upskilling



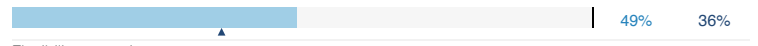
Flexibility on hiring and firing practices



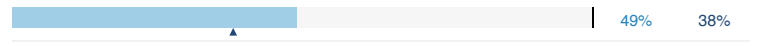
Provision of reskilling and upskilling



Changes to labour laws related to remote work



Flexibility on setting wages



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

55 | Global 51

Run comprehensive DEI training for managers and staff

55 | Global 42

Set DEI goals, targets or quotas

50 | 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

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

68 | Global 62

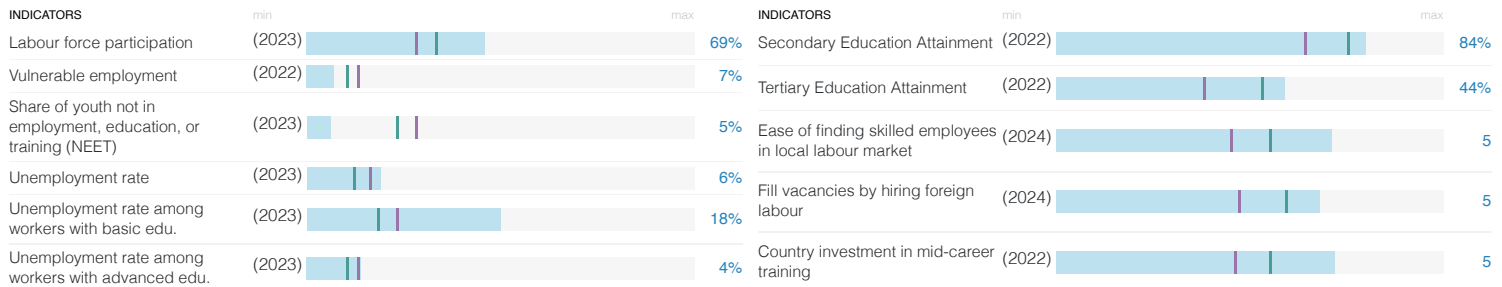
Hiring new people with skills to better work alongside AI

Sweden

7.4

Contextual indicators

Regional average Income Group average



Jobs and Skills outlook

10% | Global 22%

Labour-market churn

Five-year structural labour-force churn

34% | Global 39%

Skill disruption

Shares of core skills which will change

95% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

91% | Global 88%

AI exposure

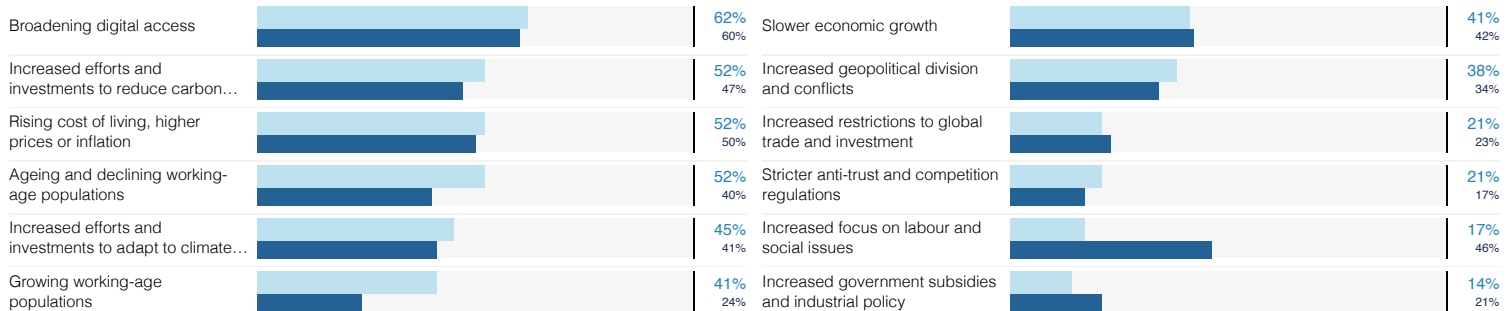
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Economy Global

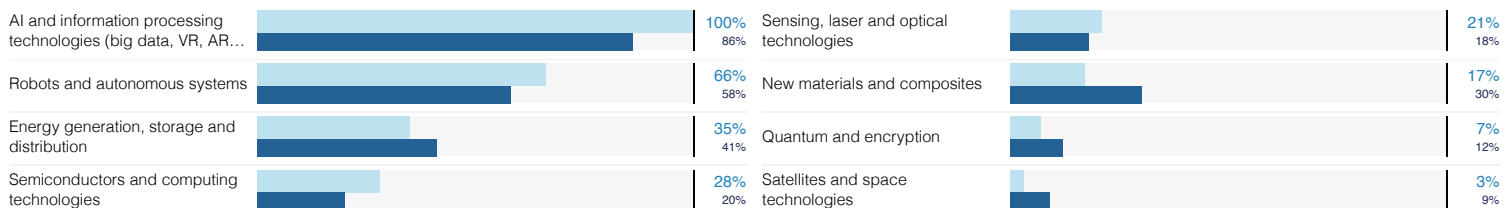


Technology trends

Technology trends driving business transformation

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

Economy Global



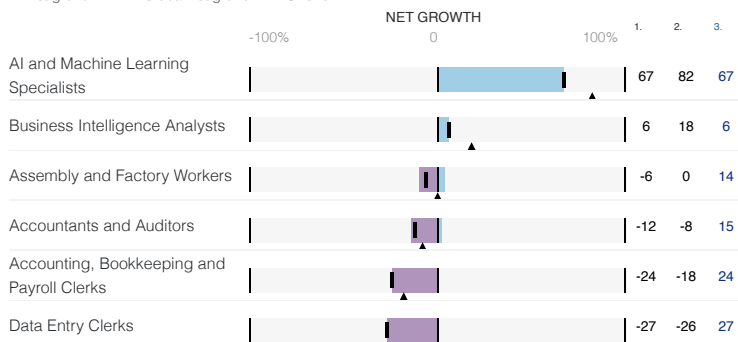
Jobs outlook

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

CORE SKILLS OF 2025

