Sweden

7.4

Upskilling and reskilling outlook

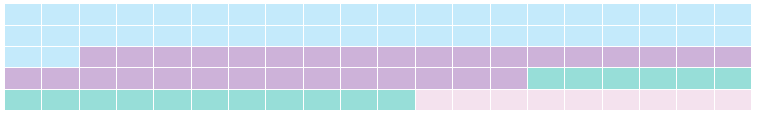| **42**	Global 41	**32**	Global 29	**17**	Global 19	**10**	Global 11
Would not need training by 2030		Would be upskilled in their current role		Would be upskilled and redeployed		Would be unlikely to upskill	

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
49% 37% 14%
48% 30% 22%

2030
33% 41% 26%
33% 33% 34%

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	62%	55%
Provision of reskilling and upskilling	48%	52%
Changes to labour laws related to remote work	33%	36%
Improvements to public education systems	33%	47%
Flexibility on hiring and firing practices	29%	44%

Key barriers for business transformation

Transformation barriers

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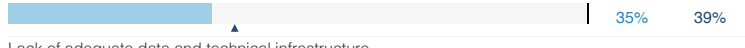
Economy   ▲ Global

	ECONOMY	GLOBAL
Skills gaps in the labour market	66%	63%
Inability to attract talent to the industry	38%	37%
Outdated or inflexible regulatory framework	35%	39%
Lack of adequate data and technical infrastructure	35%	32%
Organization culture and resistance to change	31%	46%

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
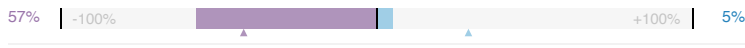
33% 43% 24%
52% 41% 8%

Talent availability outlook

Talent trend

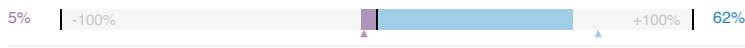Share of respondents who expect their talent availability to improve or worsen in five years

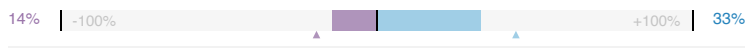Improving   ▲ Global average   Worsening   ▲ Global average

Talent availability when hiring	57%	-100%	+100%	5%
Talent development of existing workforce	5%	-100%	+100%	62%
Talent retention of existing workforce	14%	-100%	+100%	33%

DEI Actions

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

62	Global 51	**57**	Global 42	**57**	Global 48
Run comprehensive DEI training for managers and staff		Set DEI goals, targets or quotas		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

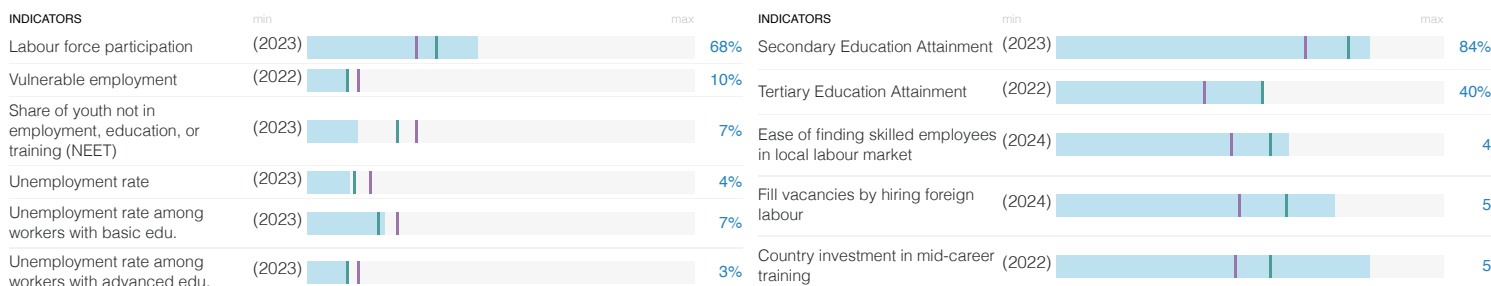| **76**	Global 77	**62**	Global 47	**57**	Global 62
Reskilling and upskilling your existing workforce to better work alongside AI		Transitioning people from jobs that AI will cause to decline, to other roles within your organization		Hiring new people with skills to better work alongside AI	

Switzerland

6.6

Contextual indicators

■ Regional average ■ Income Group average

INDICATORS	min	max
Labour force participation (2023)		68%
Vulnerable employment (2022)		10%
Share of youth not in employment, education, or training (NEET) (2023)		7%
Unemployment rate (2023)		4%
Unemployment rate among workers with basic edu. (2023)		7%
Unemployment rate among workers with advanced edu. (2023)		3%

INDICATORS	min	max
Secondary Education Attainment (2023)		84%
Tertiary Education Attainment (2022)		40%
Ease of finding skilled employees in local labour market (2024)		4
Fill vacancies by hiring foreign labour (2024)		5
Country investment in mid-career training (2022)		5

Jobs and Skills outlook

14% | Global 22%
Labour-market churn
Five-year structural labour-force churn

41% | Global 39%
Skill disruption
Shares of core skills which will change

97% | Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities
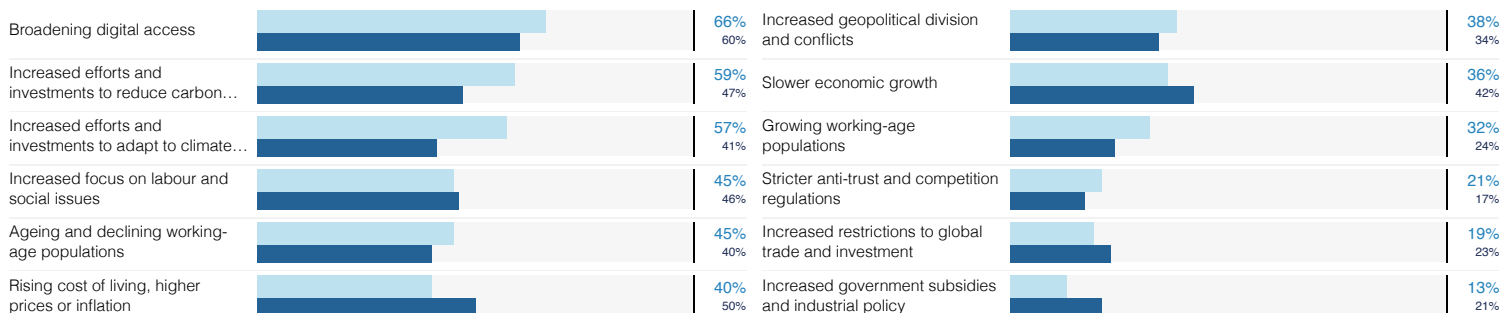
95% | Global 88%
AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

■ Economy ■ Global

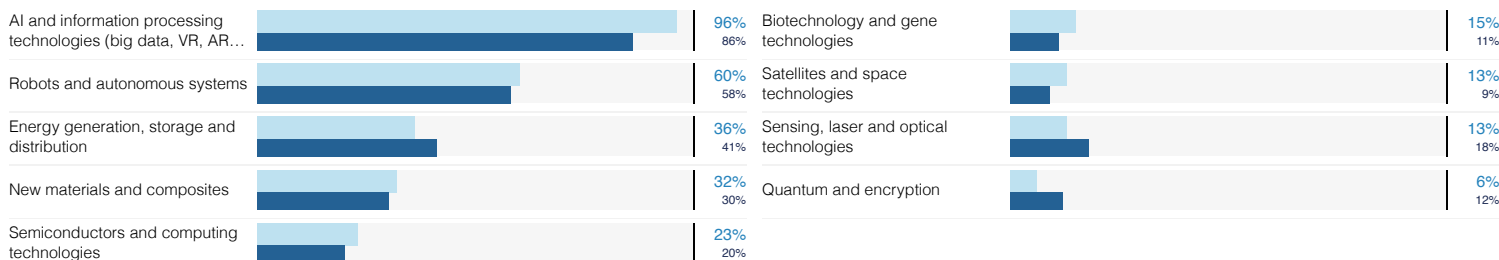|				
Broadening digital access	66% / 60%	Increased geopolitical division and conflicts	38% / 34%
Increased efforts and investments to reduce carbon…	59% / 47%	Slower economic growth	36% / 42%
Increased efforts and investments to adapt to climate…	57% / 41%	Growing working-age populations	32% / 24%
Increased focus on labour and social issues	45% / 46%	Stricter anti-trust and competition regulations	21% / 17%
Ageing and declining working-age populations	45% / 40%	Increased restrictions to global trade and investment	19% / 23%
Rising cost of living, higher prices or inflation	40% / 50%	Increased government subsidies and industrial policy	13% / 21%

Technology trends

Technology trends driving business transformation

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

■ Economy ■ Global

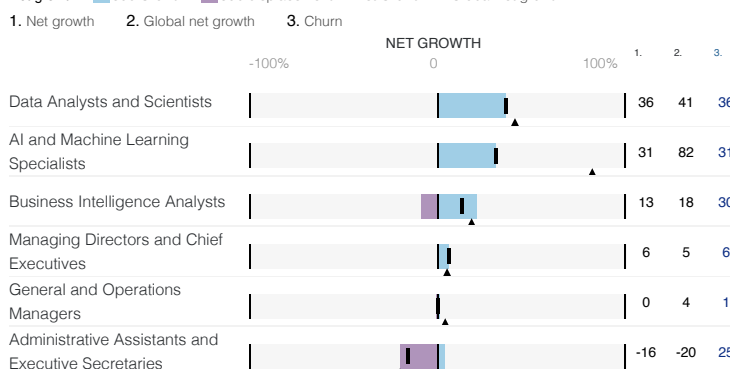|			
AI and information processing technologies (big data, VR, AR…)	96% / 86%	Biotechnology and gene technologies	15% / 11%
Robots and autonomous systems	60% / 58%	Satellites and space technologies	13% / 9%
Energy generation, storage and distribution	36% / 41%	Sensing, laser and optical technologies	13% / 18%
New materials and composites	32% / 30%	Quantum and encryption	6% / 12%
Semiconductors and computing technologies	23% / 20%		

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)

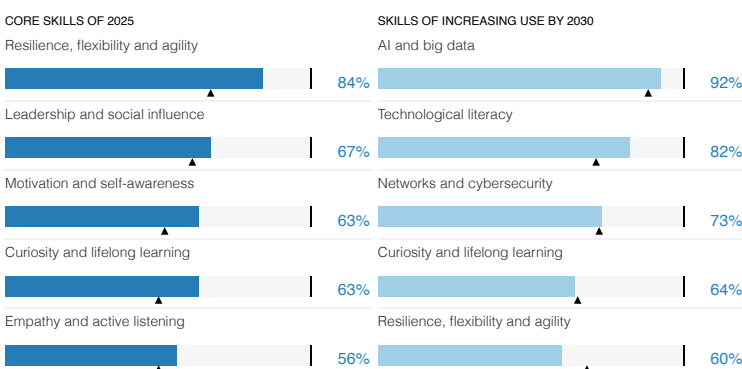Net growth ■ Job Growth ■ Job displacement | Net Growth ▲ Global net growth
1. Net growth   2. Global net growth   3. Churn

	NET GROWTH -100% / 0 / 100%	1.	2.	3.
Data Analysts and Scientists		36	41	36
AI and Machine Learning Specialists		31	82	31
Business Intelligence Analysts		13	18	30
Managing Directors and Chief Executives		6	5	6
General and Operations Managers		0	4	1
Administrative Assistants and Executive Secretaries		-16	-20	25

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

■ Economy ▲ Global

CORE SKILLS OF 2025

Resilience, flexibility and agility	84%
Leadership and social influence	67%
Motivation and self-awareness	63%
Curiosity and lifelong learning	63%
Empathy and active listening	56%

SKILLS OF INCREASING USE BY 2030

AI and big data	92%
Technological literacy	82%
Networks and cybersecurity	73%
Curiosity and lifelong learning	64%
Resilience, flexibility and agility	60%

Switzerland

6.6

Upskilling and reskilling outlook

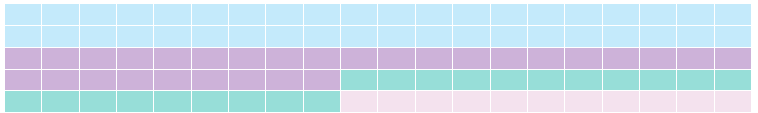| 40	Global 41	29	Global 29	20	Global 19	11	Global 11
Would not need training by 2030		Would be upskilled in their current role		Would be upskilled and redeployed		Would be unlikely to upskill	

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

47% 35% 18%

48% 30% 22%

2030

33% 36% 31%

33% 33% 34%

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
Provision of reskilling and upskilling	65%	52%
Funding for reskilling and upskilling	57%	55%
Flexibility on hiring and firing practices	54%	44%
Improvements to public education systems	49%	47%
Changes to immigration laws	46%	26%
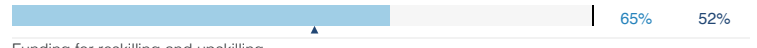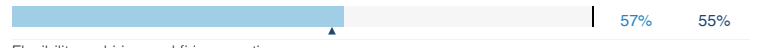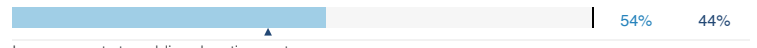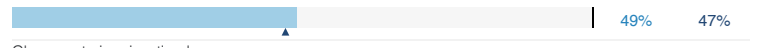
Key barriers for business transformation

Transformation barriers

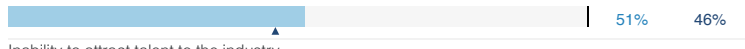Share of organisations surveyed expecting the barriers will hinder their organisation transformation
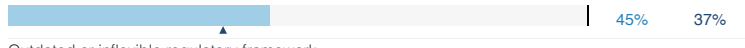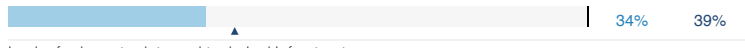
Economy ▲ Global

	ECONOMY	GLOBAL
Skills gaps in the labour market	66%	63%
Organization culture and resistance to change	51%	46%
Inability to attract talent to the industry	45%	37%
Outdated or inflexible regulatory framework	34%	39%
Lack of adequate data and technical infrastructure	32%	32%

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

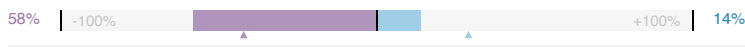Growing | Global | Similar | Global | Declining | Global

60% 35% 5%

52% 41% 8%
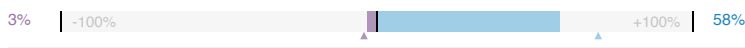
Talent availability outlook

Talent trend

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

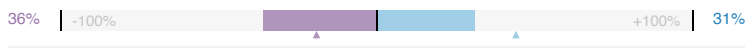Improving ▲ Global average | Worsening ▲ Global average

Talent availability when hiring

58% -100% +100% 14%

Talent development of existing workforce

3% -100% +100% 58%

Talent retention of existing workforce

36% -100% +100% 31%

DEI Actions

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

65	Global 48	62	Global 51	51	Global 42
Targeted recruitment, retention and progression initiatives		Run comprehensive DEI training for managers and staff		Set DEI goals, targets or quotas	

AI Strategy

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

84	Global 77	76	Global 69	65	Global 62
Reskilling and upskilling your existing workforce to better work alongside AI		Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills		Hiring new people with skills to better work alongside AI	

Thailand

49.6

Contextual indicators

Regional average · Income Group average

INDICATORS	min	max	
Labour force participation	(2023)		73%
Vulnerable employment	(2022)		50%
Share of youth not in employment, education, or training (NEET)	(2023)		12%
Unemployment rate	(2023)		0%
Unemployment rate among workers with basic edu.	(2023)		0%
Unemployment rate among workers with advanced edu.	(2023)		1%

INDICATORS	min	max	
Secondary Education Attainment	(2023)		39%
Tertiary Education Attainment	(2023)		17%
Ease of finding skilled employees in local labour market	(2024)		5
Fill vacancies by hiring foreign labour	(2024)		4
Country investment in mid-career training	(2022)		3

Jobs and Skills outlook

12% | 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

89% | Global 88%
AI exposure
Share of organizations running AI programmes

Trend outlook

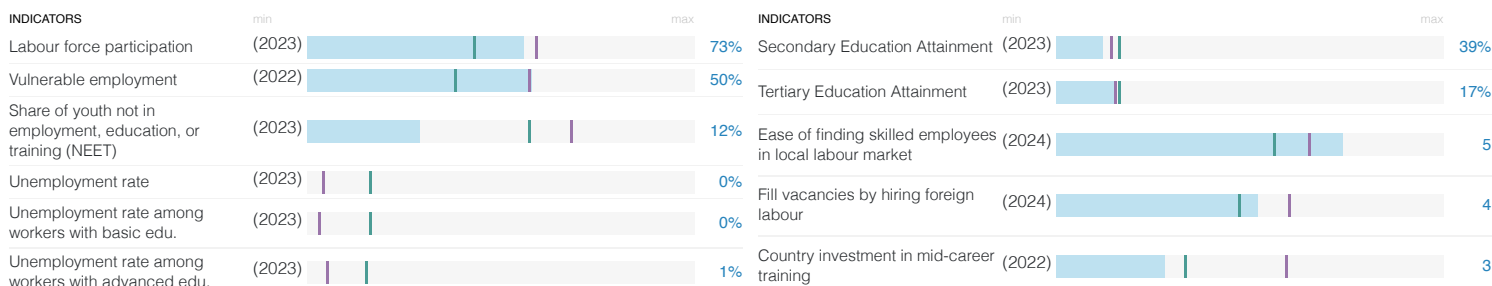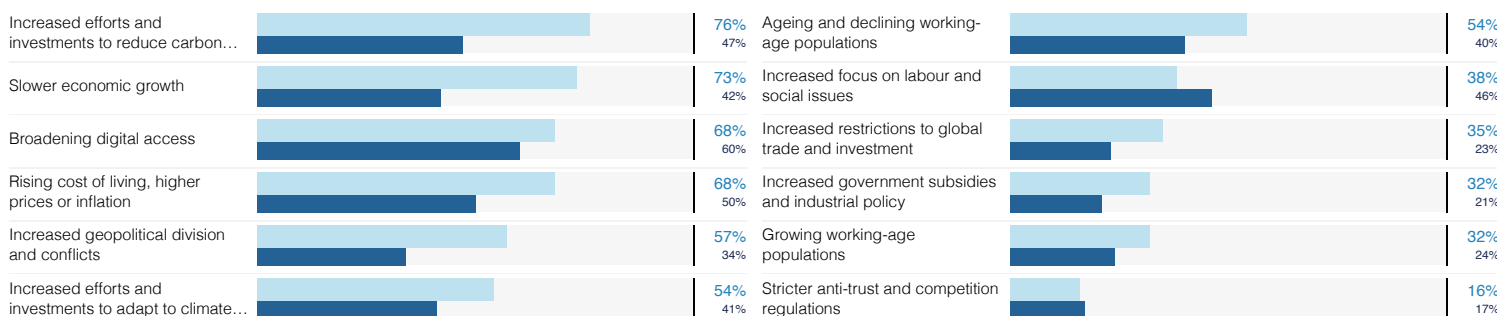### Macrotrends driving business transformation

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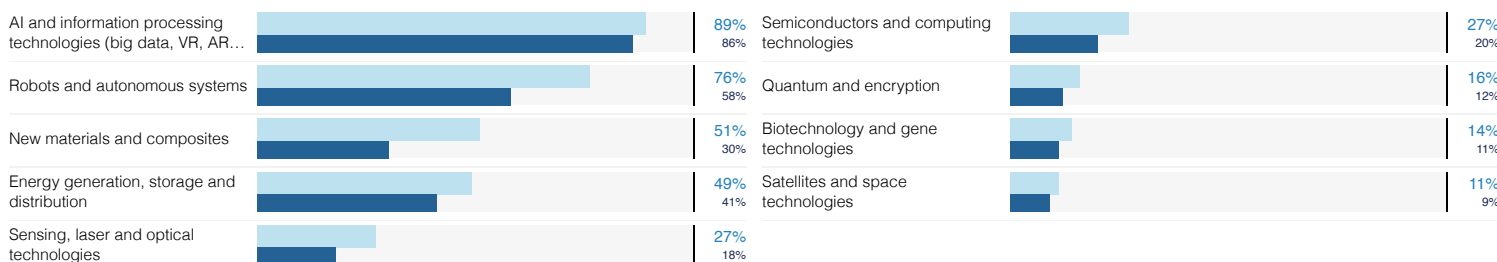
Economy · Global

Trend	Economy	Global
Increased efforts and investments to reduce carbon…	76%	47%
Slower economic growth	73%	42%
Broadening digital access	68%	60%
Rising cost of living, higher prices or inflation	68%	50%
Increased geopolitical division and conflicts	57%	34%
Increased efforts and investments to adapt to climate…	54%	41%
Ageing and declining working-age populations	54%	40%
Increased focus on labour and social issues	38%	46%
Increased restrictions to global trade and investment	35%	23%
Increased government subsidies and industrial policy	32%	21%
Growing working-age populations	32%	24%
Stricter anti-trust and competition regulations	16%	17%

Technology trends

Technology trends driving business transformation

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

Economy · Global

Technology	Economy	Global
AI and information processing technologies (big data, VR, AR…)	89%	86%
Robots and autonomous systems	76%	58%
New materials and composites	51%	30%
Energy generation, storage and distribution	49%	41%
Sensing, laser and optical technologies	27%	18%
Semiconductors and computing technologies	27%	20%
Quantum and encryption	16%	12%
Biotechnology and gene technologies	14%	11%
Satellites and space technologies	11%	9%

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

	NET GROWTH	1.	2.	3.
AI and Machine Learning Specialists		41	82	41
Digital Transformation Specialists		20	35	20
Managing Directors and Chief Executives		5	5	5
Assembly and Factory Workers		-3	0	23
Administrative Assistants and Executive Secretaries		-17	-20	17
Data Entry Clerks		-23	-26	23

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy · ▲ Global

CORE SKILLS OF 2025	
Creative thinking	74%
Analytical thinking	74%
Resilience, flexibility and agility	71%
Leadership and social influence	71%
AI and big data	55%

SKILLS OF INCREASING USE BY 2030	
AI and big data	93%
Analytical thinking	72%
Creative thinking	71%
Networks and cybersecurity	67%
Leadership and social influence	65%
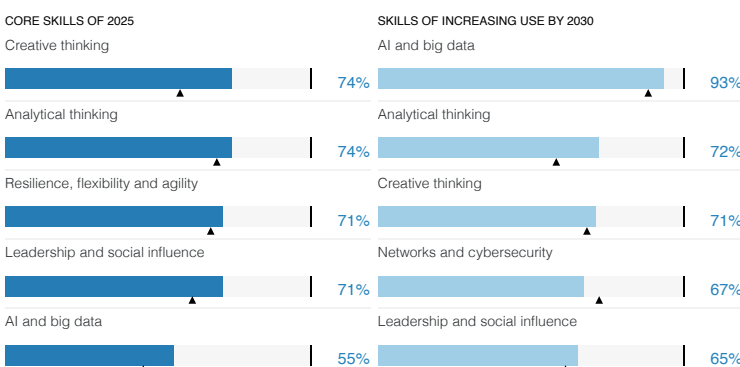
Thailand

49.6

Upskilling and reskilling outlook

44 Global 41	**26** Global 29	**21** Global 19	**9** Global 11
Would not need training by 2030	Would be upskilled in their current role	Would be upskilled and redeployed	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

44% 31% 25%
48% 30% 22%

2030

33% 34% 33%
33% 33% 34%

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

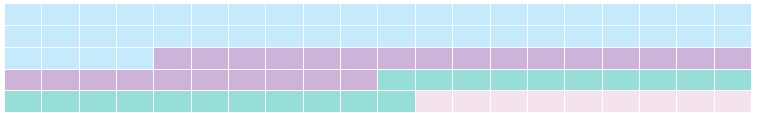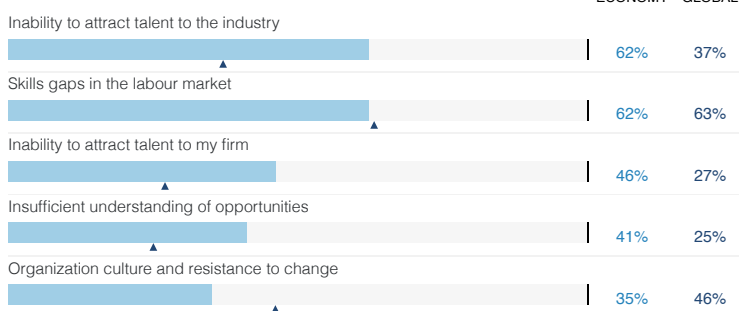|	ECONOMY	GLOBAL
Funding for reskilling and upskilling	63%	55%
Flexibility on hiring and firing practices	57%	44%
Provision of reskilling and upskilling	57%	52%
Flexibility on setting wages	40%	38%
Improvements to public education systems	30%	47%

Key barriers for business transformation

Transformation barriers

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

■ Economy ▲ Global

	ECONOMY	GLOBAL
Inability to attract talent to the industry	62%	37%
Skills gaps in the labour market	62%	63%
Inability to attract talent to my firm	46%	27%
Insufficient understanding of opportunities	41%	25%
Organization culture and resistance to change	35%	46%

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
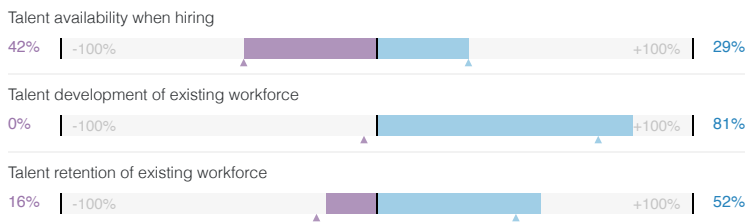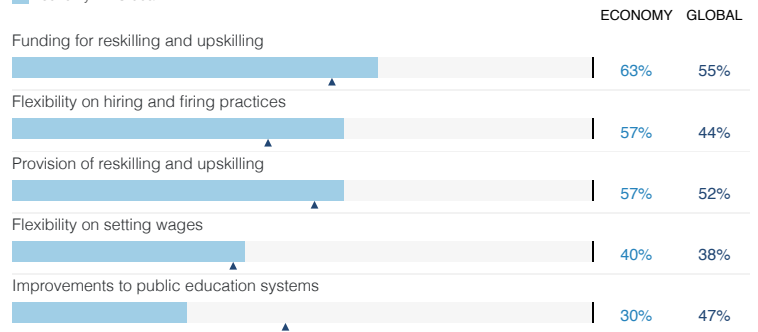
57% 37% 7%
52% 41% 8%

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	42% -100%	+100% 29%
Talent development of existing workforce	0% -100%	+100% 81%
Talent retention of existing workforce	16% -100%	+100% 52%

DEI Actions

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

55 Global 42	**52** Global 51	**48** Global 48
Set DEI goals, targets or quotas	Run comprehensive DEI training for managers and staff	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

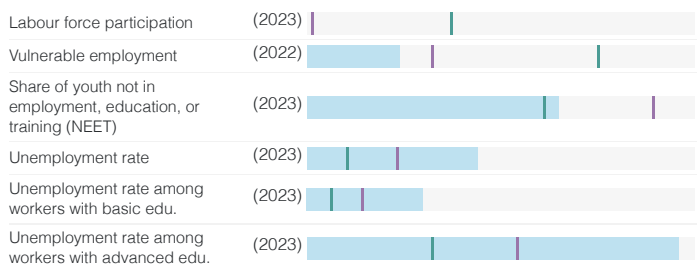| **89** Global 77	**75** Global 69	**64** Global 62
Reskilling and upskilling your existing workforce to better work alongside AI	Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills to better work alongside AI

Tunisia

7.3

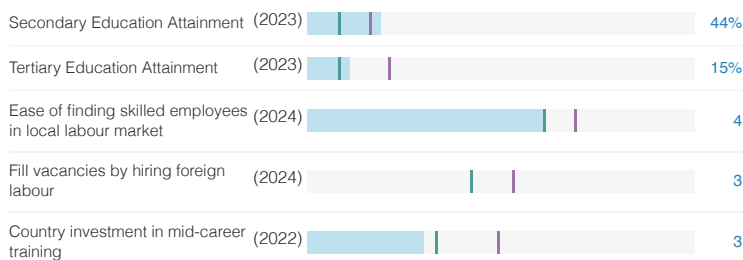## Contextual indicators

| Regional average | Income Group average |

INDICATORS	min		max	
Labour force participation	(2023)			50%
Vulnerable employment	(2022)			21%
Share of youth not in employment, education, or training (NEET)	(2023)			23%
Unemployment rate	(2023)			13%
Unemployment rate among workers with basic edu.	(2023)			11%
Unemployment rate among workers with advanced edu.	(2023)			21%

INDICATORS	min		max	
Secondary Education Attainment	(2023)			44%
Tertiary Education Attainment	(2023)			15%
Ease of finding skilled employees in local labour market	(2024)			4
Fill vacancies by hiring foreign labour	(2024)			3
Country investment in mid-career training	(2022)			3

Jobs and Skills outlook

20% | Global 22%
Labour-market churn
Five-year structural labour-force churn

35% | Global 39%
Skill disruption
Shares of core skills which will change

86% | Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities
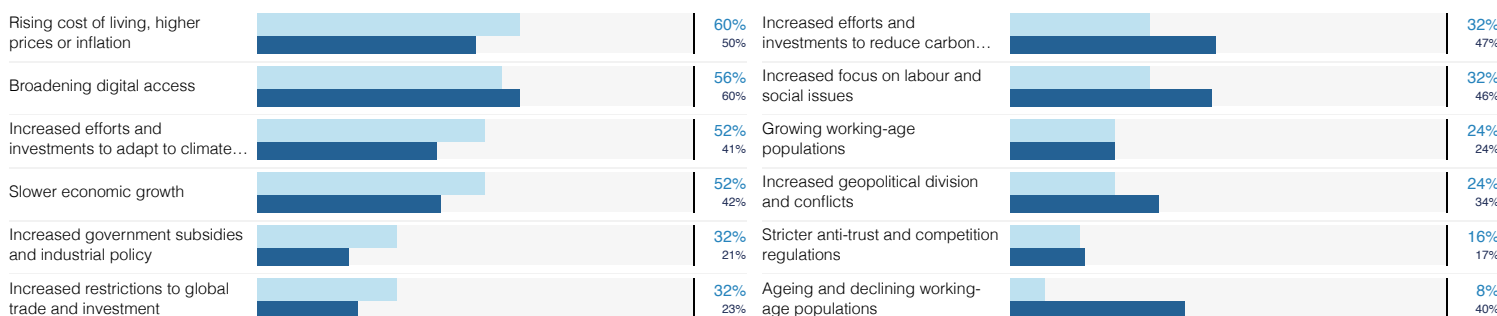
91% | Global 88%
AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

| Economy | Global |

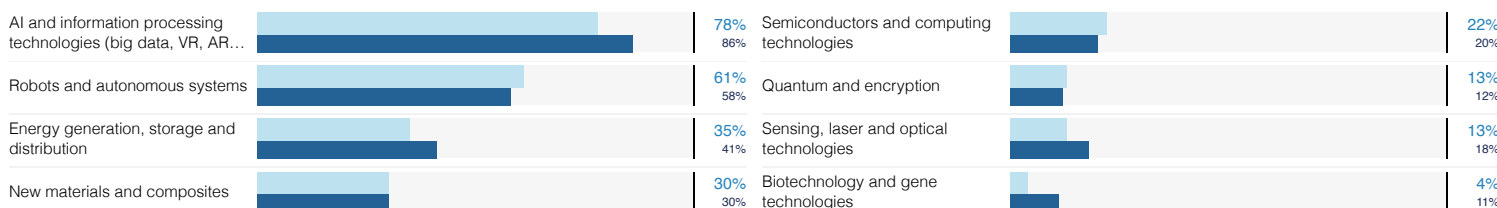|	Economy	Global			Economy	Global
Rising cost of living, higher prices or inflation	60%	50%	Increased efforts and investments to reduce carbon…	32%	47%
Broadening digital access	56%	60%	Increased focus on labour and social issues	32%	46%
Increased efforts and investments to adapt to climate…	52%	41%	Growing working-age populations	24%	24%
Slower economic growth	52%	42%	Increased geopolitical division and conflicts	24%	34%
Increased government subsidies and industrial policy	32%	21%	Stricter anti-trust and competition regulations	16%	17%
Increased restrictions to global trade and investment	32%	23%	Ageing and declining working-age populations	8%	40%

Technology trends

Technology trends driving business transformation

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

| Economy | Global |

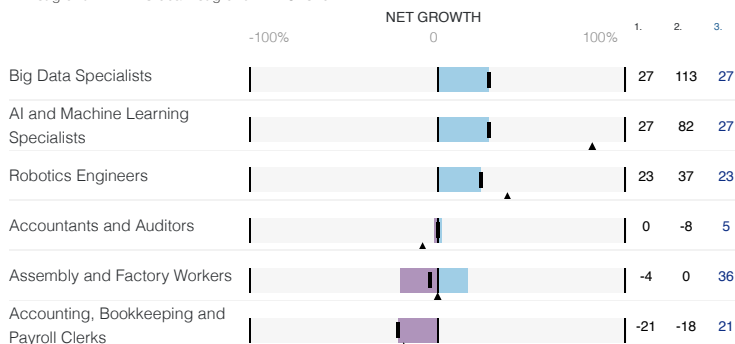|	Economy	Global			Economy	Global
AI and information processing technologies (big data, VR, AR…)	78%	86%	Semiconductors and computing technologies	22%	20%
Robots and autonomous systems	61%	58%	Quantum and encryption	13%	12%
Energy generation, storage and distribution	35%	41%	Sensing, laser and optical technologies	13%	18%
New materials and composites	30%	30%	Biotechnology and gene technologies	4%	11%

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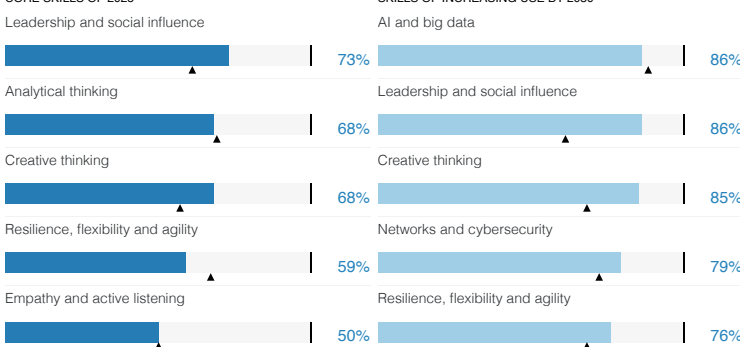1. Net growth   2. Global net growth   3. Churn

	NET GROWTH	1.	2.	3.
	-100% 0 100%			
Big Data Specialists		27	113	27
AI and Machine Learning Specialists		27	82	27
Robotics Engineers		23	37	23
Accountants and Auditors		0	-8	5
Assembly and Factory Workers		-4	0	36
Accounting, Bookkeeping and Payroll Clerks		-21	-18	21

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

| Economy | ▲ Global |

CORE SKILLS OF 2025		SKILLS OF INCREASING USE BY 2030	
Leadership and social influence	73%	AI and big data	86%
Analytical thinking	68%	Leadership and social influence	86%
Creative thinking	68%	Creative thinking	85%
Resilience, flexibility and agility	59%	Networks and cybersecurity	79%
Empathy and active listening	50%	Resilience, flexibility and agility	76%

Tunisia

7.3

Upskilling and reskilling outlook

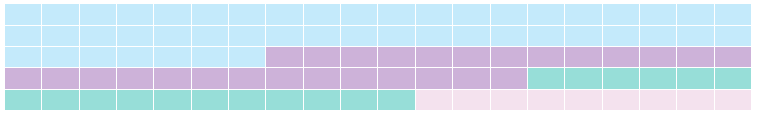| 47	Global 41	27	Global 29	17	Global 19	10	Global 11
Would not need training by 2030		Would be upskilled in their current role		Would be upskilled and redeployed		Would be unlikely to upskill	

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
- 42% 24% 35%
- 48% 30% 22%

2030
- 36% 23% 41%
- 33% 33% 34%

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

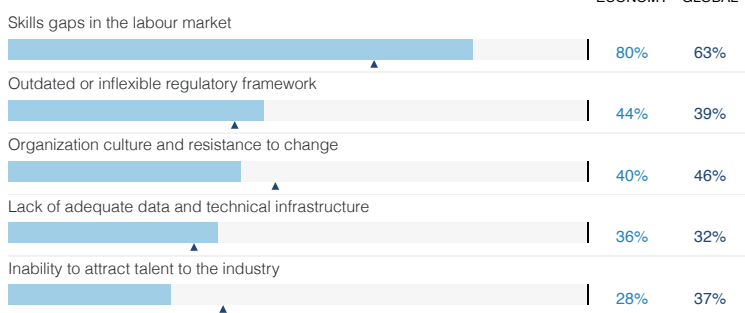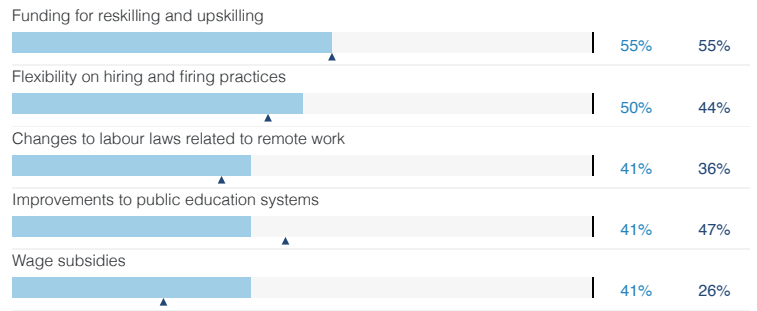|	ECONOMY	GLOBAL
Funding for reskilling and upskilling	55%	55%
Flexibility on hiring and firing practices	50%	44%
Changes to labour laws related to remote work	41%	36%
Improvements to public education systems	41%	47%
Wage subsidies	41%	26%

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	80%	63%
Outdated or inflexible regulatory framework	44%	39%
Organization culture and resistance to change	40%	46%
Lack of adequate data and technical infrastructure	36%	32%
Inability to attract talent to the industry	28%	37%

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

- 68% 23% 9%
- 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
32% -100% | +100% 45%

Talent development of existing workforce
9% -100% | +100% 73%

Talent retention of existing workforce
27% -100% | +100% 50%

DEI Actions

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

57 Global 48	48 Global 51	48 Global 42
Targeted recruitment, retention and progression initiatives	Run comprehensive DEI training for managers and staff	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

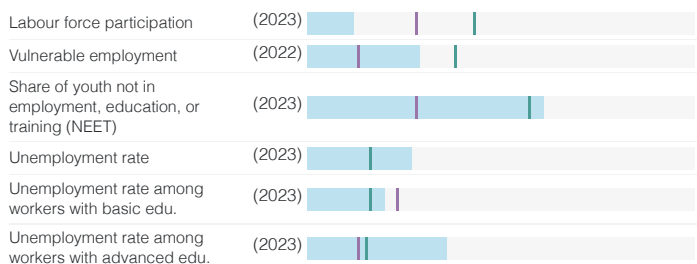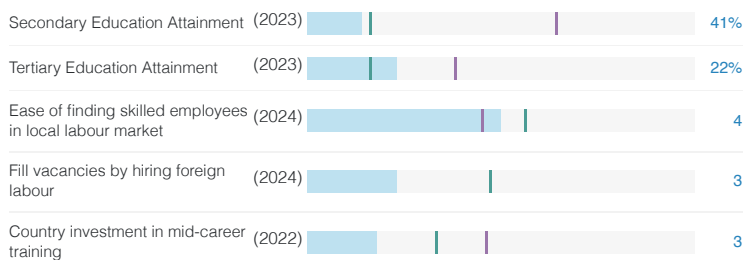| 71 Global 69	62 Global 62	52 Global 49
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills	Hiring new people with skills to better work alongside AI	Re-orienting your organization to target new business opportunities created by AI

Türkiye

53.6

Contextual indicators

Regional average   Income Group average

INDICATORS	min	max
Labour force participation (2023)		55%
Vulnerable employment (2022)		25%
Share of youth not in employment, education, or training (NEET) (2023)		22%
Unemployment rate (2023)		8%
Unemployment rate among workers with basic edu. (2023)		7%
Unemployment rate among workers with advanced edu. (2023)		8%

INDICATORS	min	max
Secondary Education Attainment (2023)		41%
Tertiary Education Attainment (2023)		22%
Ease of finding skilled employees in local labour market (2024)		4
Fill vacancies by hiring foreign labour (2024)		3
Country investment in mid-career training (2022)		3

Jobs and Skills outlook

29% | Global 22%
Labour-market churn
Five-year structural labour-force churn

44% | Global 39%
Skill disruption
Shares of core skills which will change

88% | Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities

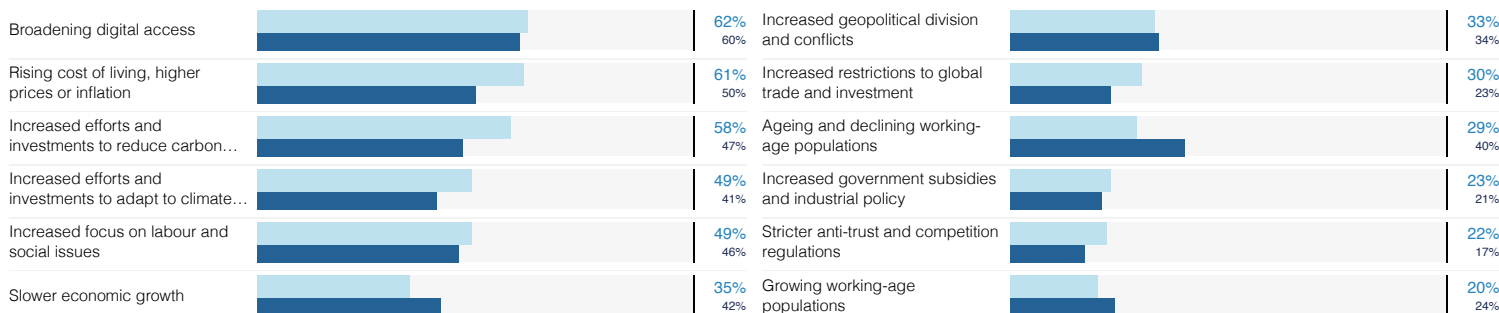**94%** | Global 88%
AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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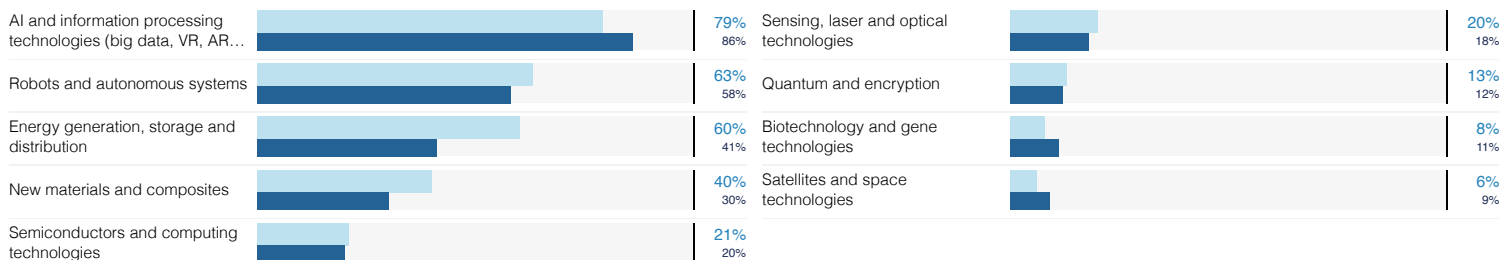
Economy   Global

Trend	Economy	Global
Broadening digital access	62%	60%
Rising cost of living, higher prices or inflation	61%	50%
Increased efforts and investments to reduce carbon…	58%	47%
Increased efforts and investments to adapt to climate…	49%	41%
Increased focus on labour and social issues	49%	46%
Slower economic growth	35%	42%
Increased geopolitical division and conflicts	33%	34%
Increased restrictions to global trade and investment	30%	23%
Ageing and declining working-age populations	29%	40%
Increased government subsidies and industrial policy	23%	21%
Stricter anti-trust and competition regulations	22%	17%
Growing working-age populations	20%	24%

Technology trends

Technology trends driving business transformation

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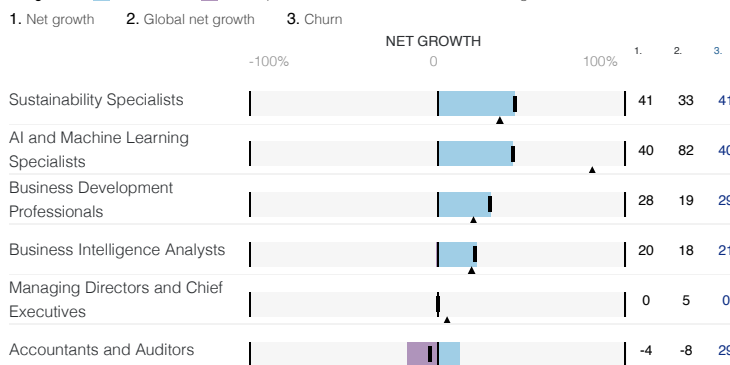
Economy   Global

Trend	Economy	Global
AI and information processing technologies (big data, VR, AR…)	79%	86%
Robots and autonomous systems	63%	58%
Energy generation, storage and distribution	60%	41%
New materials and composites	40%	30%
Semiconductors and computing technologies	21%	20%
Sensing, laser and optical technologies	20%	18%
Quantum and encryption	13%	12%
Biotechnology and gene technologies	8%	11%
Satellites and space technologies	6%	9%

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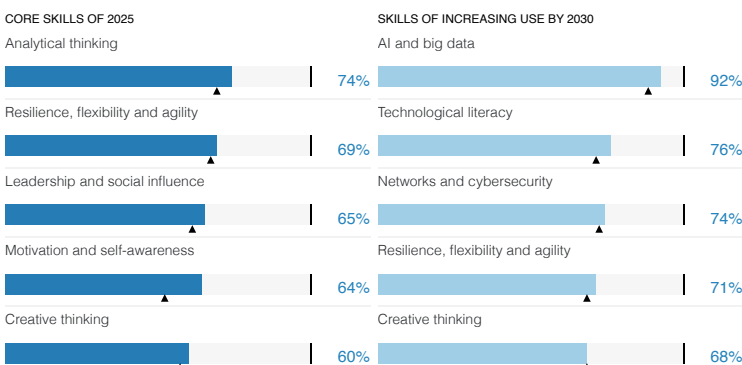
1. Net growth   2. Global net growth   3. Churn

Role	NET GROWTH	1.	2.	3.
Sustainability Specialists		41	33	41
AI and Machine Learning Specialists		40	82	40
Business Development Professionals		28	19	29
Business Intelligence Analysts		20	18	21
Managing Directors and Chief Executives		0	5	0
Accountants and Auditors		-4	-8	29

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy   ▲ Global

CORE SKILLS OF 2025	
Analytical thinking	74%
Resilience, flexibility and agility	69%
Leadership and social influence	65%
Motivation and self-awareness	64%
Creative thinking	60%

SKILLS OF INCREASING USE BY 2030	
AI and big data	92%
Technological literacy	76%
Networks and cybersecurity	74%
Resilience, flexibility and agility	71%
Creative thinking	68%

Türkiye

53.6

Upskilling and reskilling outlook

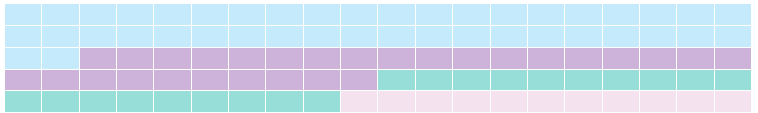| 42	Global 41	28	Global 29	19	Global 19	11	Global 11
Would not need training by 2030		Would be upskilled in their current role		Would be upskilled and redeployed		Would be unlikely to upskill	

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
49% 29% 22%
48% 30% 22%

2030
36% 29% 35%
33% 33% 34%

Public policy

Public policies to improve talent availability

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

Economy · ▲ Global

	ECONOMY	GLOBAL
Wage subsidies	49%	26%
Changes to labour laws related to remote work	48%	36%
Funding for reskilling and upskilling	48%	55%
Provision of reskilling and upskilling	43%	52%
Improvements to public education systems	39%	47%

Key barriers for business transformation

Transformation barriers

Share of organisations surveyed expecting the barriers will hinder their organisation transformation
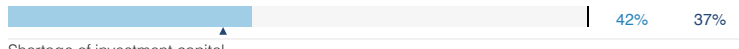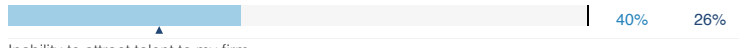
Economy · ▲ Global

	ECONOMY	GLOBAL
Skills gaps in the labour market	66%	63%
Inability to attract talent to the industry	42%	37%
Shortage of investment capital	40%	26%
Inability to attract talent to my firm	38%	27%
Lack of adequate data and technical infrastructure	36%	32%

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

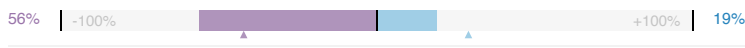Growing · Global · Similar · Global · Declining · Global

53% 41% 6%
52% 41% 8%
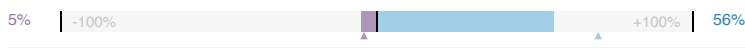
Talent availability outlook

Talent trend

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

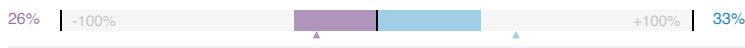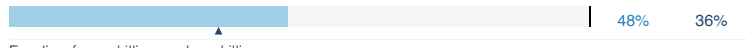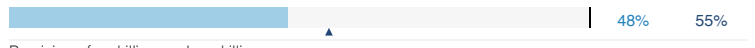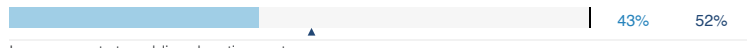Improving · ▲ Global average · Worsening · ▲ Global average

Talent availability when hiring
56% -100%   +100% 19%

Talent development of existing workforce
5% -100%   +100% 56%

Talent retention of existing workforce
26% -100%   +100% 33%

DEI Actions

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

59	Global 48	54	Global 51	46	Global 39
Targeted recruitment, retention and progression initiatives		Run comprehensive DEI training for managers and staff		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

78	Global 69	70	Global 77	62	Global 62
Hiring new people with skills to design AI tools and enhancements appropriate for the organization-specific skills		Reskilling and upskilling your existing workforce to better work alongside AI		Hiring new people with skills to better work alongside AI	

United Arab Emirates

9.4

Contextual indicators

■ Regional average ■ Income Group average

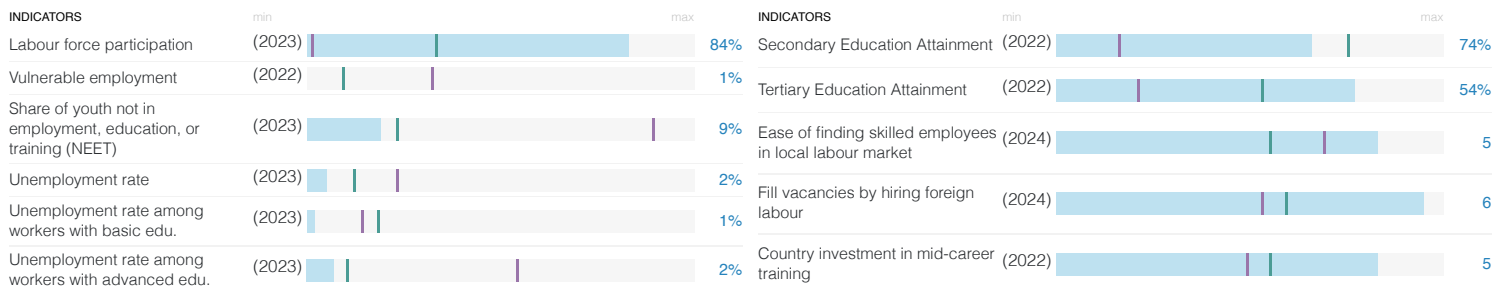| INDICATORS	min		max
Labour force participation	(2023)		84%
Vulnerable employment	(2022)		1%
Share of youth not in employment, education, or training (NEET)	(2023)		9%
Unemployment rate	(2023)		2%
Unemployment rate among workers with basic edu.	(2023)		1%
Unemployment rate among workers with advanced edu.	(2023)		2%

INDICATORS	min		max
Secondary Education Attainment	(2022)		74%
Tertiary Education Attainment	(2022)		54%
Ease of finding skilled employees in local labour market	(2024)		5
Fill vacancies by hiring foreign labour	(2024)		6
Country investment in mid-career training	(2022)		5

Jobs and Skills outlook

21% | Global 22%
Labour-market churn
Five-year structural labour-force churn

41% | Global 39%
Skill disruption
Shares of core skills which will change

85% | Global 83%
Organizations with DEI priorities
Share of organizations with DEI priorities
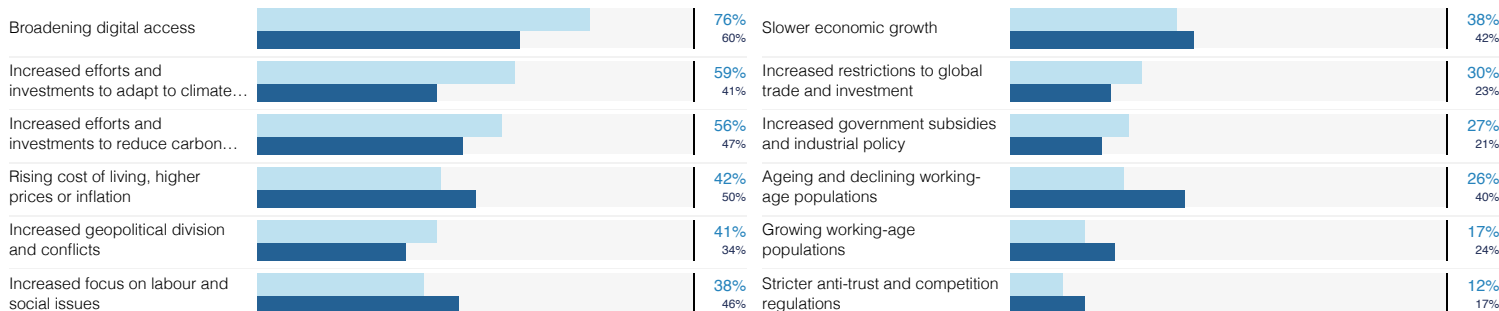
87% | Global 88%
AI exposure
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

■ Economy ■ Global

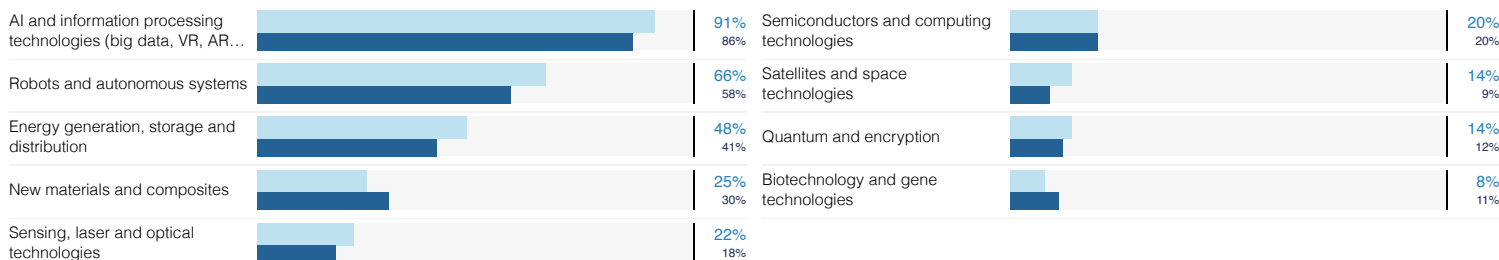|	Economy	Global		Economy	Global
Broadening digital access	76%	60%	Slower economic growth	38%	42%
Increased efforts and investments to adapt to climate…	59%	41%	Increased restrictions to global trade and investment	30%	23%
Increased efforts and investments to reduce carbon…	56%	47%	Increased government subsidies and industrial policy	27%	21%
Rising cost of living, higher prices or inflation	42%	50%	Ageing and declining working-age populations	26%	40%
Increased geopolitical division and conflicts	41%	34%	Growing working-age populations	17%	24%
Increased focus on labour and social issues	38%	46%	Stricter anti-trust and competition regulations	12%	17%

Technology trends

Technology trends driving business transformation

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

■ Economy ■ Global

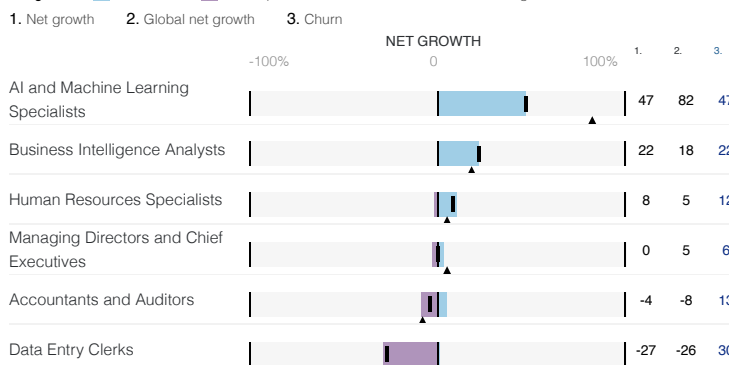|	Economy	Global		Economy	Global
AI and information processing technologies (big data, VR, AR…)	91%	86%	Semiconductors and computing technologies	20%	20%
Robots and autonomous systems	66%	58%	Satellites and space technologies	14%	9%
Energy generation, storage and distribution	48%	41%	Quantum and encryption	14%	12%
New materials and composites	25%	30%	Biotechnology and gene technologies	8%	11%
Sensing, laser and optical technologies	22%	18%			

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

	NET GROWTH	1.	2.	3.
AI and Machine Learning Specialists		47	82	47
Business Intelligence Analysts		22	18	22
Human Resources Specialists		8	5	12
Managing Directors and Chief Executives		0	5	6
Accountants and Auditors		-4	-8	13
Data Entry Clerks		-27	-26	30

Skill outlook

Skills of increasing use by 2030

Skills of the most increase in use by 2030

■ Economy ▲ Global

CORE SKILLS OF 2025

Analytical thinking	61%
AI and big data	56%
Technological literacy	56%
Talent management	54%
Creative thinking	53%

SKILLS OF INCREASING USE BY 2030

AI and big data	87%
Technological literacy	87%
Networks and cybersecurity	77%
Creative thinking	67%
Leadership and social influence	66%