

Zimbabwe

6.3

Upskilling and reskilling outlook

51 | Global 41

Would not need training by 2030

23 | Global 29

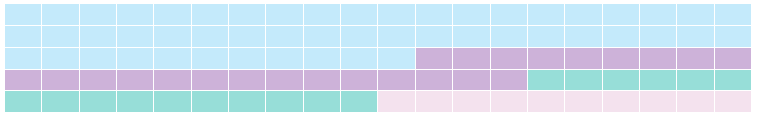
Would be upskilled in their current role

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

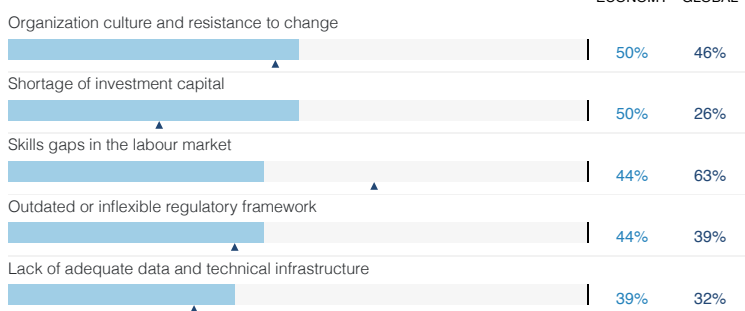


Key barriers for business transformation

Transformation barriers

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

Economy Global



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

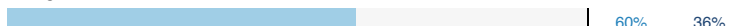
Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

Economy Global

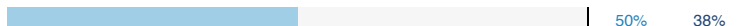
Improvements to public education systems



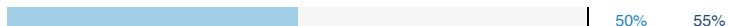
Changes to labour laws related to remote work



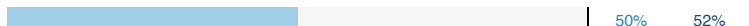
Flexibility on setting wages



Funding for reskilling and upskilling



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

70 | Global 48

Targeted recruitment, retention and progression initiatives

60 | Global 51

Run comprehensive DEI training for managers and staff

40 | Global 42

Set DEI goals, targets or quotas

AI Strategy

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

82 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

55 | Global 47

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

55 | Global 49

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

Central Asia

33.1

23% | Global 22%

Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

Skill disruption

Shares of core skills which will change

64% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

63% | Global 88%

AI exposure

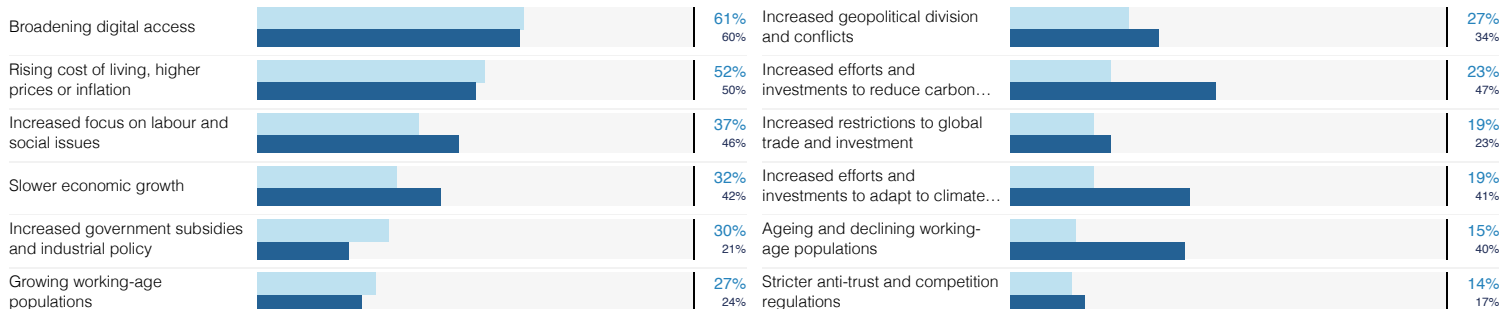
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Region Global

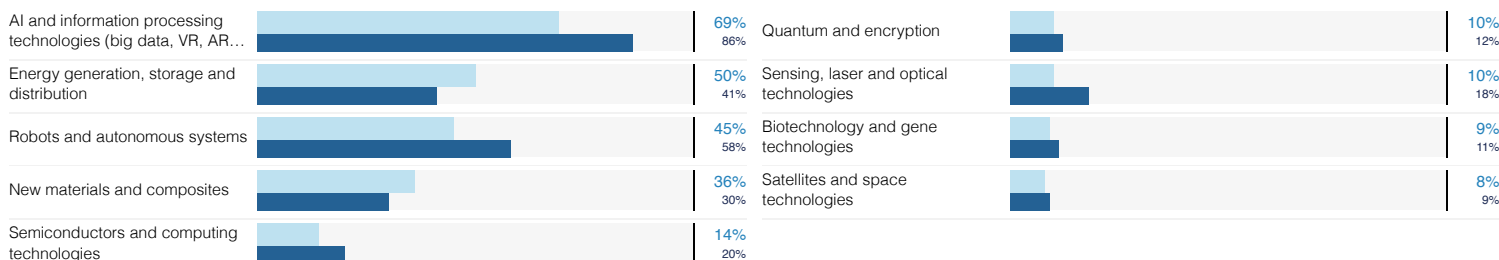


Technology trends

Technology trends driving business transformation

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

Region Global



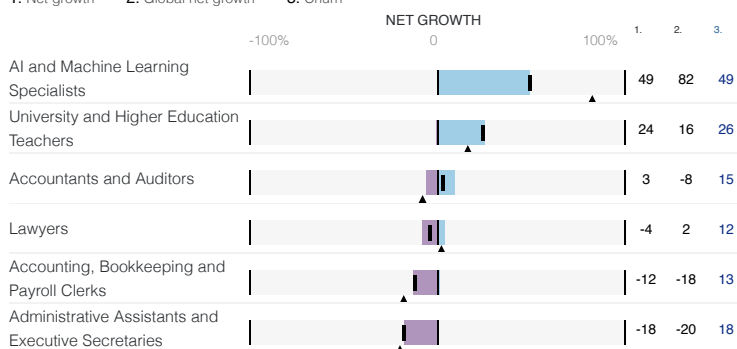
Jobs outlook

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

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Skill outlook

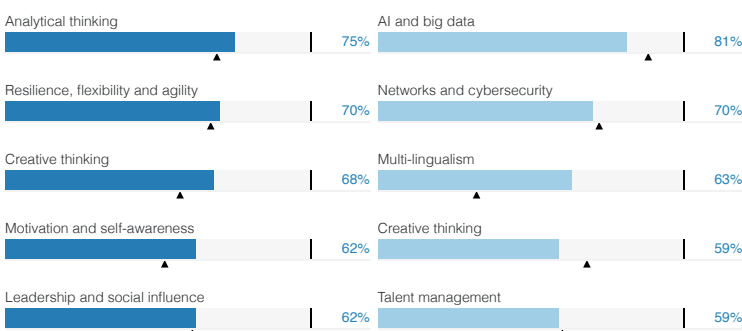
Skills of increasing use by 2030

Skills of the most increase in use by 2030

Region Global

CORE SKILLS OF 2025

SKILLS OF INCREASING USE BY 2030



Central Asia

33.1

Upskilling and reskilling outlook

53 | Global 41

Would not need training by 2030

23 | Global 29

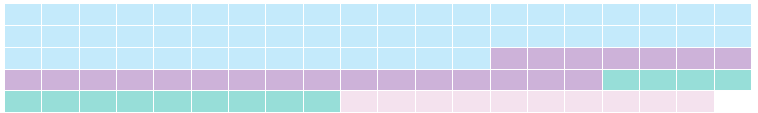
Would be upskilled in their current role

13 | 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

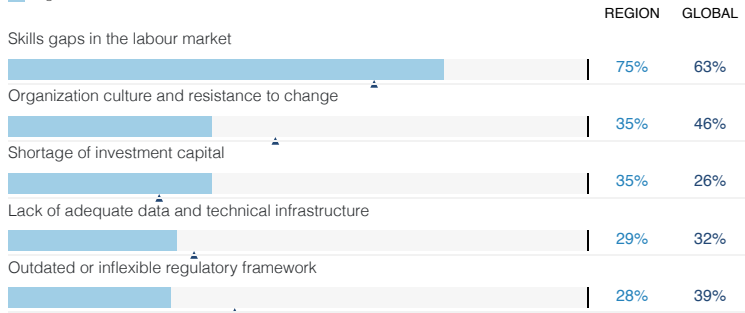


Key barriers for business transformation

Transformation barriers

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

Region Global

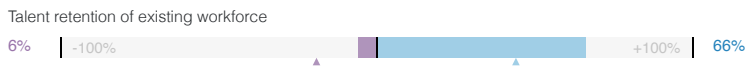


Talent availability outlook

Talent trend

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

Improving Global average Worsening Global average

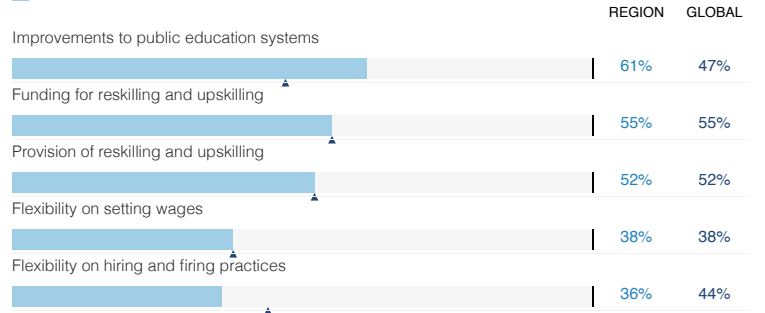


Public policy

Public policies to improve talent availability

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

Region Global

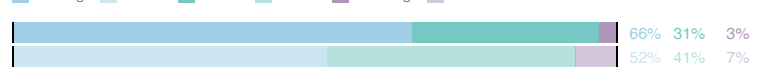


Wage outlook

Wage trends

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

Growing Global Similar Global Declining Global



DEI Actions

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

42 | Global 48

Targeted recruitment, retention and progression initiatives

38 | Global 39

Pay equity reviews and salary audits

31 | 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

62 | Global 69

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

54 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

48 | Global 62

Hiring new people with skills to better work alongside AI

Eastern Asia

1167.5

28% | Global 22%

Labour-market churn

Five-year structural labour-force churn

32% | Global 39%

Skill disruption

Shares of core skills which will change

93% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

86% | Global 88%

AI exposure

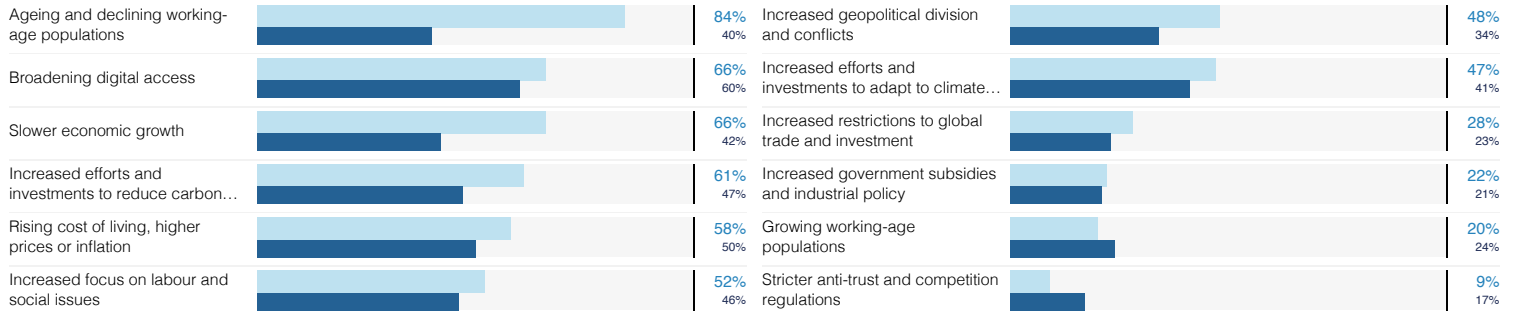
Share of organizations running AI programmes

Trend outlook

Macrotrends driving business transformation

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

Region Global

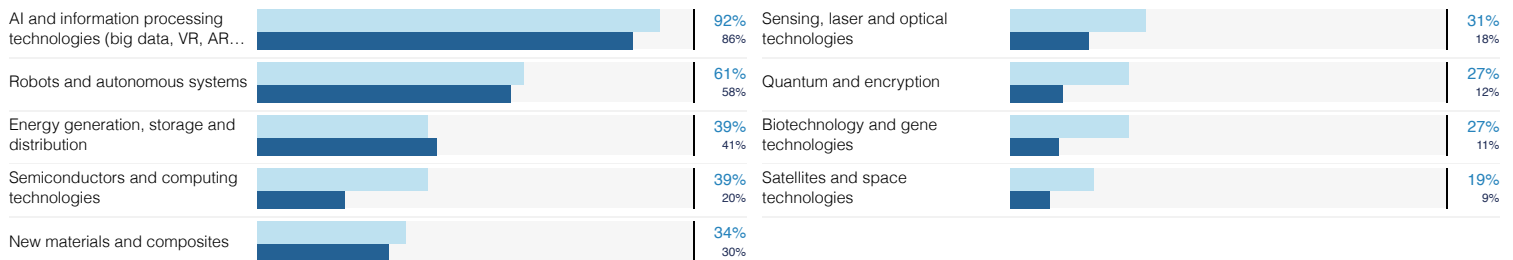


Technology trends

Technology trends driving business transformation

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

Region Global



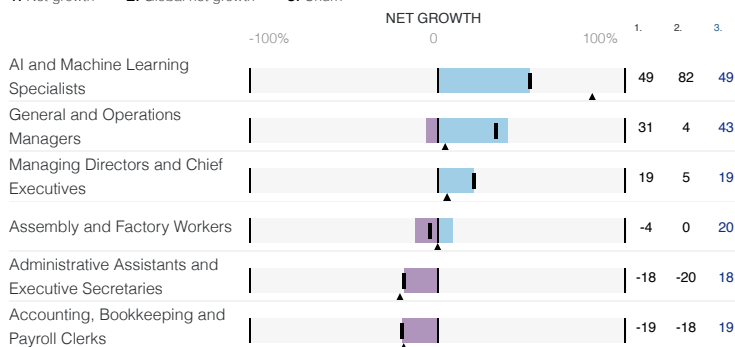
Jobs outlook

Key roles for business transformation

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

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Skill outlook

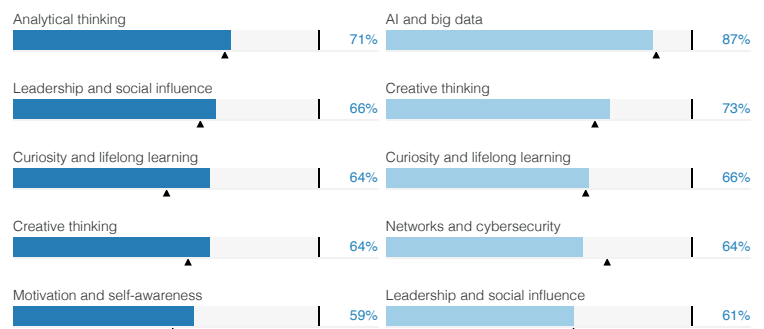
Skills of increasing use by 2030

Skills of the most increase in use by 2030

Region Global

CORE SKILLS OF 2025

SKILLS OF INCREASING USE BY 2030



Eastern Asia

1167.5

Upskilling and reskilling outlook

41 | Global 41

Would not need training by 2030

25 | Global 29

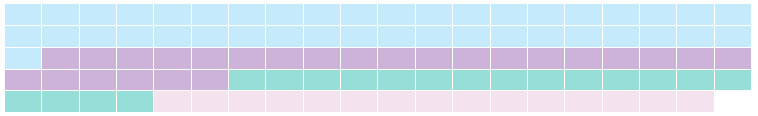
Would be upskilled in their current role

18 | Global 19

Would be upskilled and redeployed

15 | Global 11

Would be unlikely to upskill



Human-machine frontier

Human-machine frontier

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ALL TASKS

Now



2030

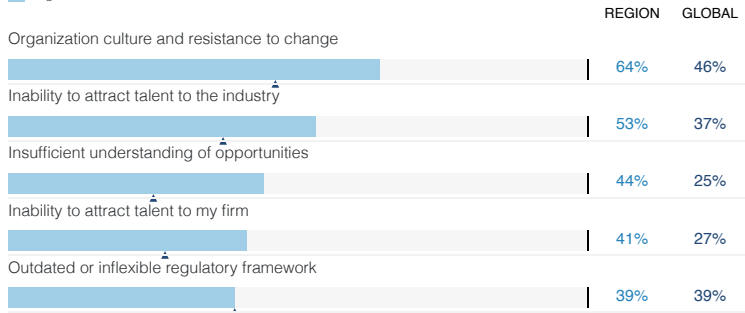


Key barriers for business transformation

Transformation barriers

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

Region Global

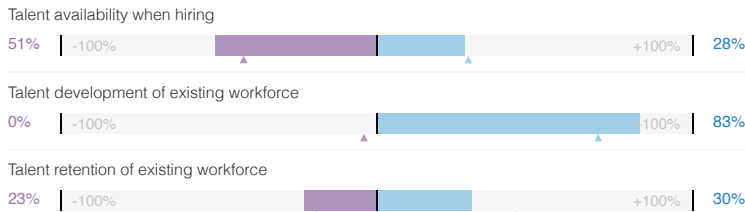


Talent availability outlook

Talent trend

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

Improving Global average Worsening Global average

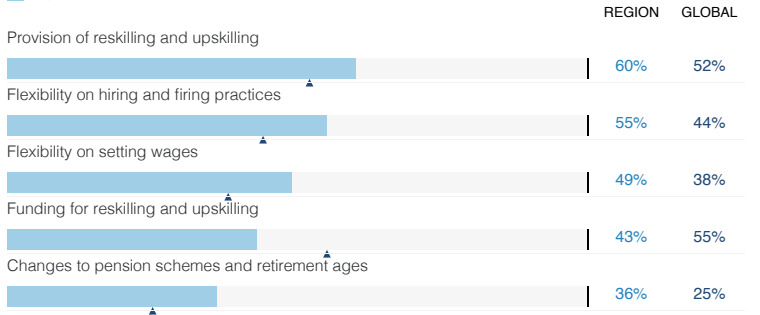


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Share of respondents who agree that the particular public policy has the greatest potential to increase the talent availability

Region Global



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Anti-harrasment protocols

36 | Global 42

Set DEI goals, targets or quotas

AI Strategy

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

82 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

70 | Global 62

Hiring new people with skills 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

Europe

597.0

21% | Global 22%

Labour-market churn

Five-year structural labour-force churn

36% | Global 39%

Skill disruption

Shares of core skills which will change

84% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

90% | Global 88%

AI exposure

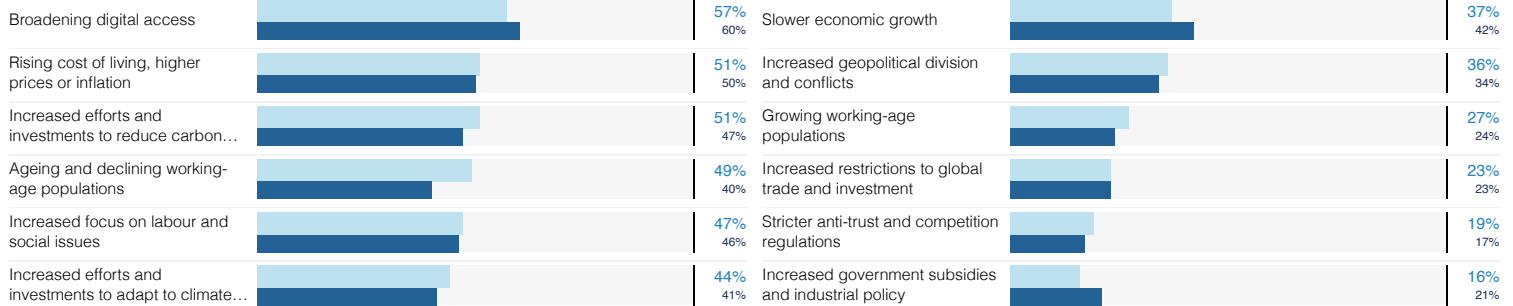
Share of organizations running AI programmes

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Region Global

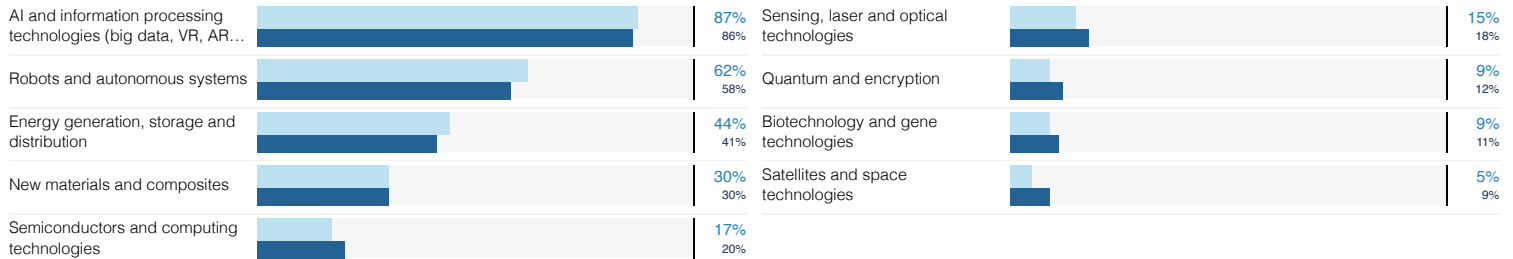


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Region Global



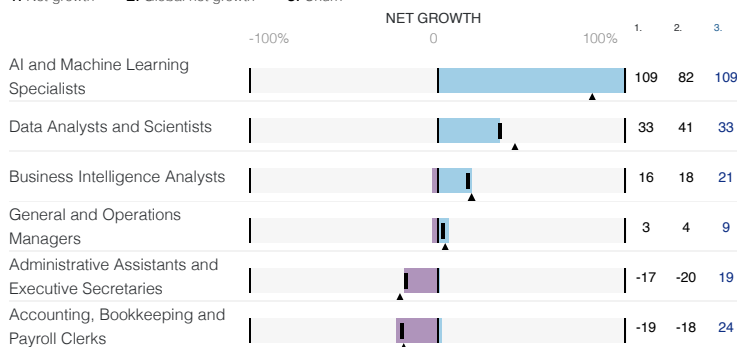
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Skill outlook

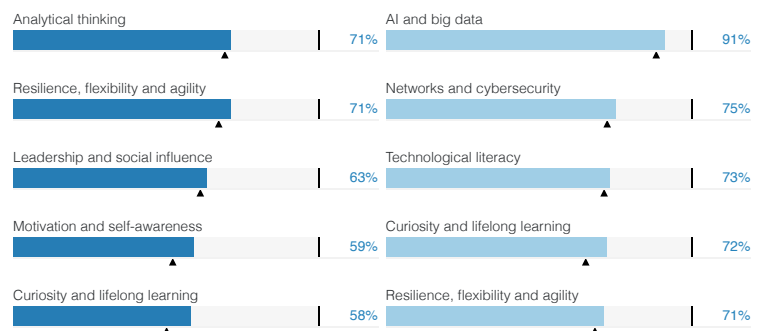
Skills of increasing use by 2030

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Region Global

CORE SKILLS OF 2025

SKILLS OF INCREASING USE BY 2030



597.0

11 | Global 11

Would be unlikely to upskill

2030

Entity	Light Blue (%)	Medium Blue (%)	Dark Blue (%)
EU27	34%	34%	32%
UK	33%	33%	34%

	REGION	GLOBAL
Skills gaps in the labour market	66%	63%
Organization culture and resistance to change	46%	46%
Inability to attract talent to the industry	41%	37%
Outdated or inflexible regulatory framework	39%	39%
Lack of adequate data and technical infrastructure	32%	32%

Talent retention of existing workforce

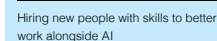
Segment	Value
Purple Segment	22%
Blue Segment	36%

Changes to labour laws related to remote work

Country	Yes	No	Don't know
U.S.	49%	45%	6%
France	52%	41%	7%

Targeted recruitment, retention and progression initiatives

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



Latin America and the Caribbean

377.5

23% | Global 22%

Labour-market churn

Five-year structural labour-force churn

42% | Global 39%

Skill disruption

Shares of core skills which will change

89% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

94% | Global 88%

AI exposure

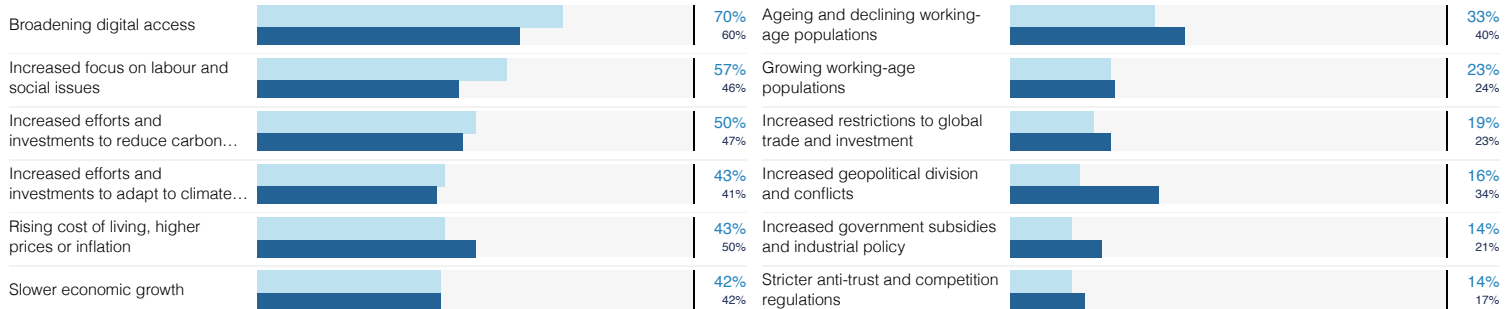
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Trend outlook

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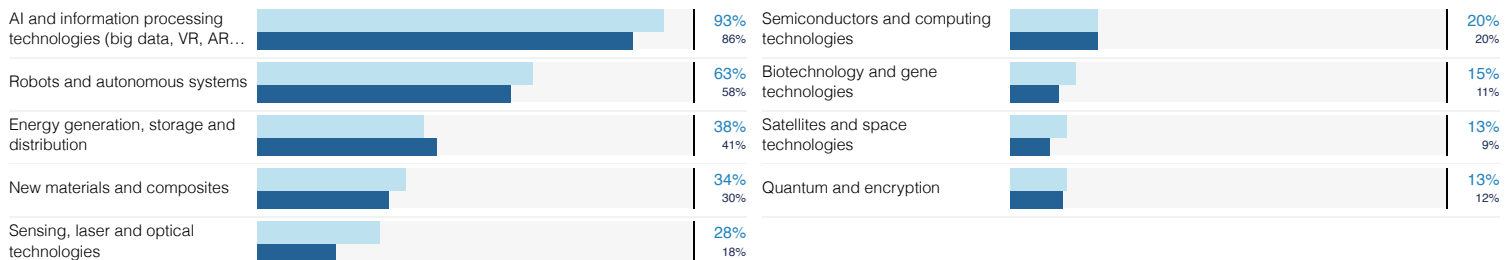


Technology trends

Technology trends driving business transformation

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Region Global



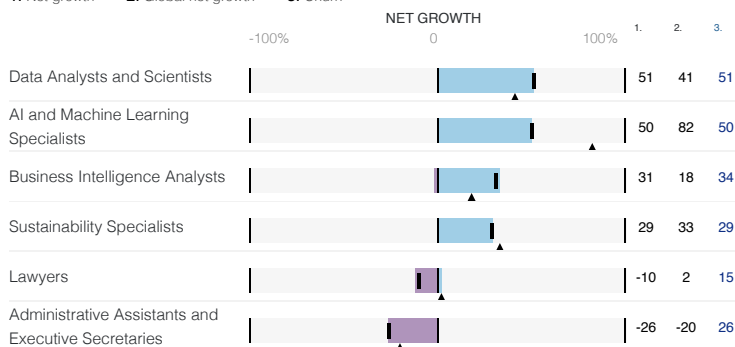
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Skill outlook

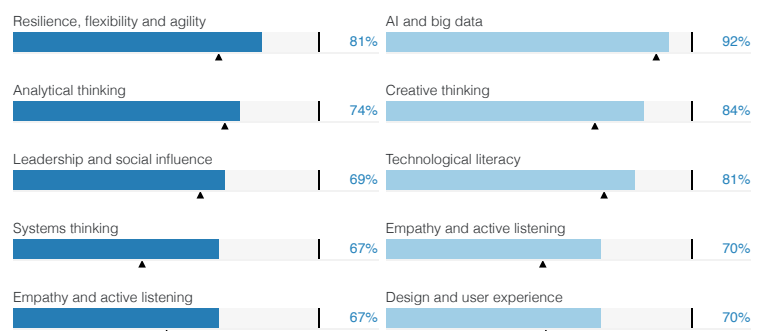
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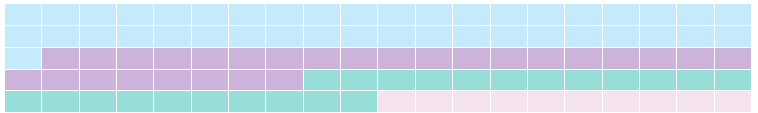
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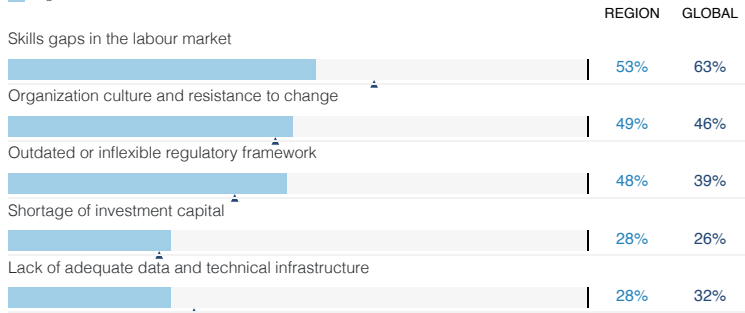


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Talent retention of existing workforce

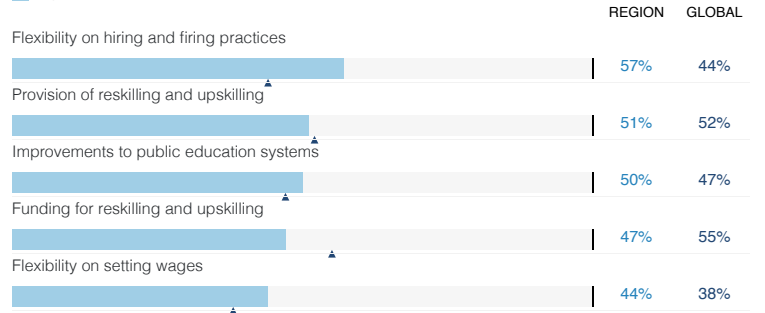


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74 | Global 69

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

72 | Global 62

Hiring new people with skills to better work alongside AI

Middle East and Northern Africa

197.7

19% | Global 22%

Labour-market churn

Five-year structural labour-force churn

46% | Global 39%

Skill disruption

Shares of core skills which will change

72% | Global 83%

Organizations with DEI priorities

Share of organizations with DEI priorities

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AI exposure

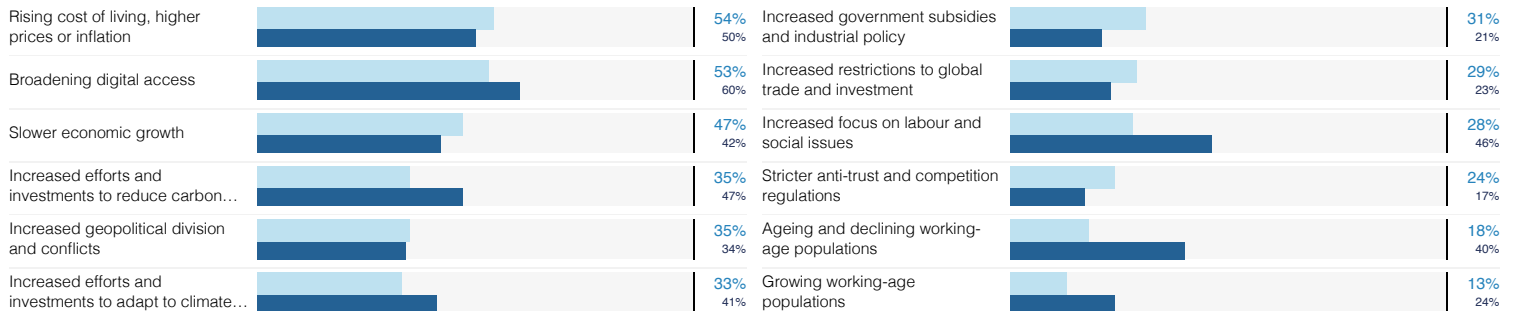
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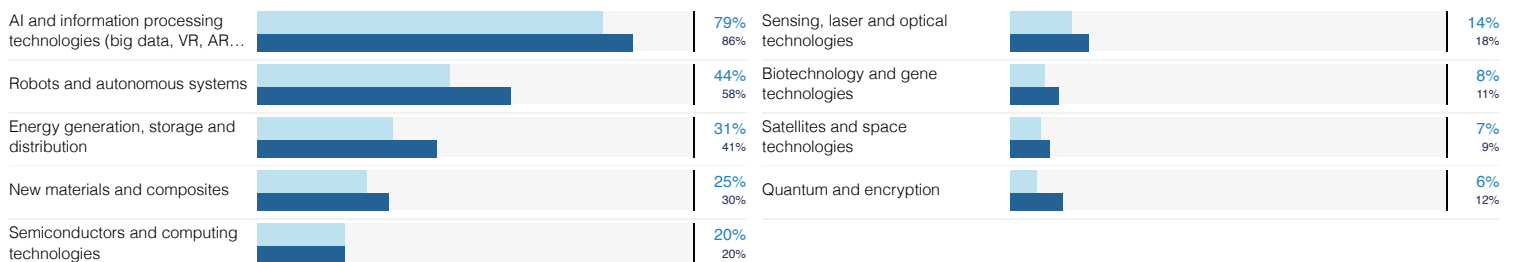


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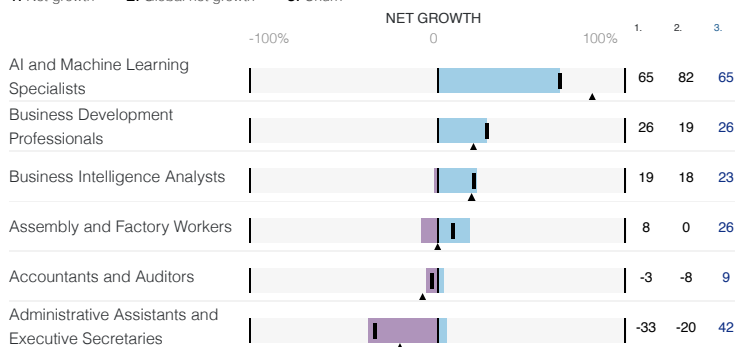
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Skills of the most increase in use by 2030

Region Global

CORE SKILLS OF 2025

SKILLS OF INCREASING USE BY 2030

