

## Mexico

78.5

## Upskilling and reskilling outlook

35 | Global 41

Would not need training by 2030

31 | Global 29

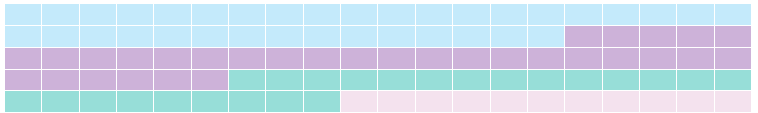
Would be upskilled in their current role

23 | 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

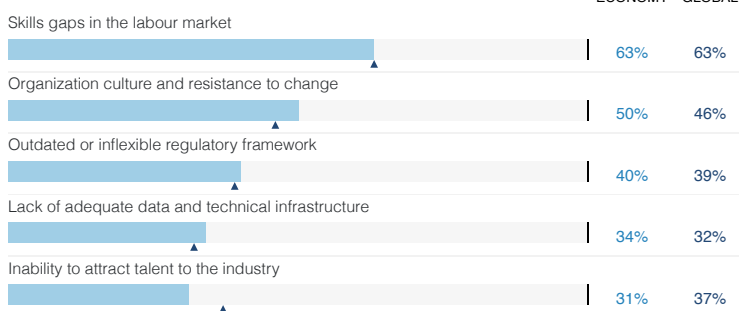


## Key barriers for business transformation

## Transformation barriers

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

Economy Global

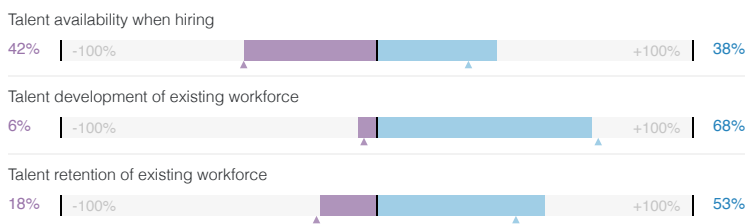


## Talent availability outlook

## Talent trend

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

Improving Global average Worsening Global average

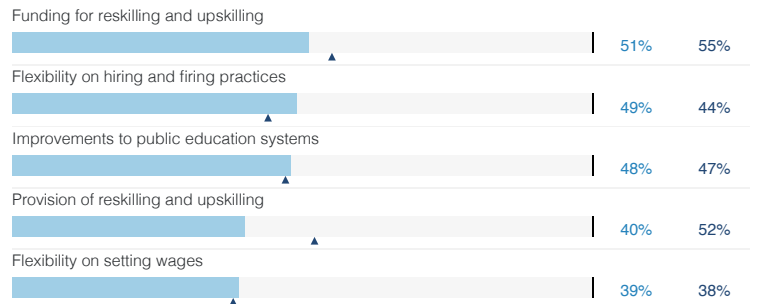


## Public policy

## Public policies to improve talent availability

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

Economy Global



## Wage outlook

## Wage trends

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

Growing Global Similar Global Declining Global



## DEI Actions

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

61 | Global 51

Run comprehensive DEI training for managers and staff

56 | Global 48

Targeted recruitment, retention and progression initiatives

52 | Global 39

Pay equity reviews and salary audits

## AI Strategy

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

83 | 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

75 | Global 62

Hiring new people with skills to better work alongside AI

## Morocco

21.6

## Contextual indicators

Regional average Income Group average

INDICATORS	min	max	INDICATORS	min	max
Labour force participation	-		NA		NA
Vulnerable employment	(2022)	46%	Secondary Education Attainment	-	NA
Share of youth not in employment, education, or training (NEET)	-		NA		NA
Unemployment rate	(2022)	9%	Tertiary Education Attainment	-	
Unemployment rate among workers with basic edu.	(2022)	10%	Ease of finding skilled employees in local labour market	(2024)	4
Unemployment rate among workers with advanced edu.	(2022)	21%	Fill vacancies by hiring foreign labour	(2024)	4
			Country investment in mid-career training	(2022)	3

## Jobs and Skills outlook

27% | Global 22%

## Labour-market churn

Five-year structural labour-force churn

37% | Global 39%

## Skill disruption

Shares of core skills which will change

81% | 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

Increased efforts and investments to reduce carbon...	45% 47%	Increased government subsidies and industrial policy	25% 21%
Increased efforts and investments to adapt to climate...	45% 41%	Increased restrictions to global trade and investment	25% 23%
Slower economic growth	45% 42%	Increased focus on labour and social issues	20% 46%
Broadening digital access	40% 60%	Ageing and declining working-age populations	20% 40%
Rising cost of living, higher prices or inflation	40% 50%	Growing working-age populations	5% 24%
Increased geopolitical division and conflicts	30% 34%		

## 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...)	90% 86%	Sensing, laser and optical technologies	20% 18%
Energy generation, storage and distribution	45% 41%	Biotechnology and gene technologies	10% 11%
Robots and autonomous systems	40% 58%	Satellites and space technologies	5% 9%
New materials and composites	35% 30%	Quantum and encryption	5% 12%
Semiconductors and computing technologies	25% 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	1.	2.	3.
AI and Machine Learning Specialists			32	82	32	
Digital Marketing and Strategy Specialists			29	29	37	
Assembly and Factory Workers			9	0	13	
Accountants and Auditors			1	-8	21	
Human Resources Specialists			-8	5	8	
Administrative Assistants and Executive Secretaries			-40	-20	40	

## 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	AI and big data
Resource management and operations	Creative thinking
Creative thinking	Leadership and social influence
AI and big data	Networks and cybersecurity
Resilience, flexibility and agility	Analytical thinking

## Morocco

21.6

## Upskilling and reskilling outlook

53 | Global 41

Would not need training by 2030

23 | Global 29

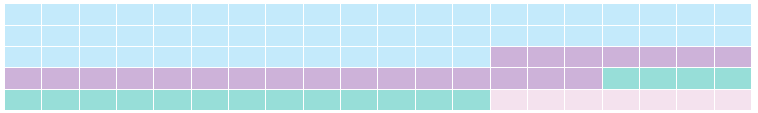
Would be upskilled in their current role

17 | Global 19

Would be upskilled and redeployed

8 | 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

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Now



2030

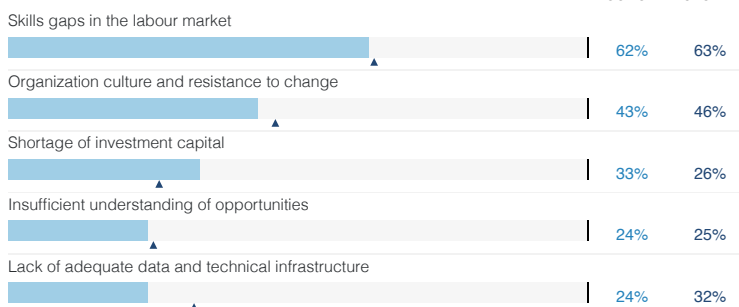


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## Transformation barriers

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

Economy Global

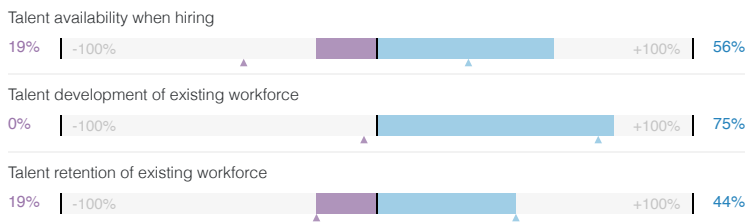


## Talent availability outlook

## Talent trend

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

Improving Global average Worsening Global average

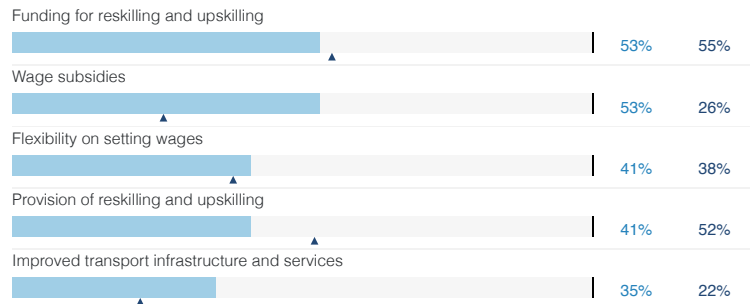


## Public policy

## Public policies to improve talent availability

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

Economy Global



## Wage outlook

## Wage trends

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

Growing Global Similar Global Declining Global



## DEI Actions

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

56 | Global 51

Run comprehensive DEI training for managers and staff

50 | Global 48

Targeted recruitment, retention and progression initiatives

44 | Global 39

Pay equity reviews and salary audits

## AI Strategy

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

69 | Global 49

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

63 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

56 | Global 47

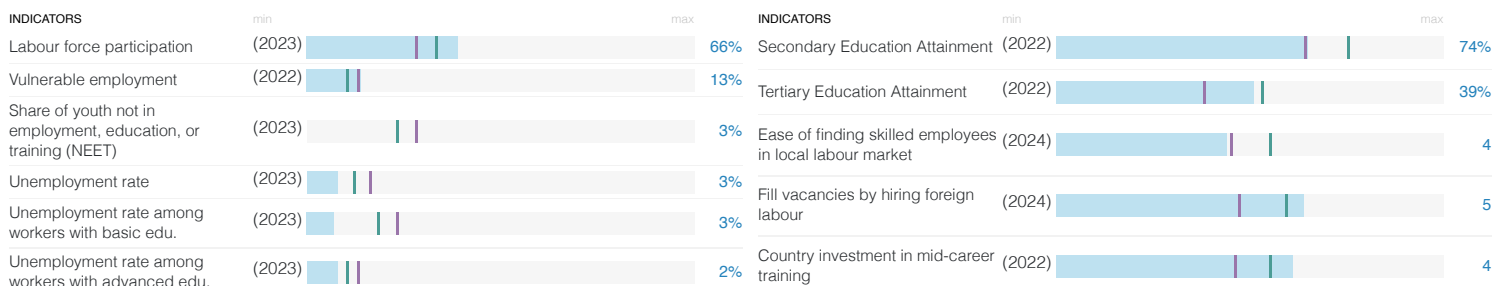
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

## Netherlands

12.6

## Contextual indicators

Regional average Income Group average



## Jobs and Skills outlook

19% | Global 22%

## Labour-market churn

Five-year structural labour-force churn

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Shares of core skills which will change

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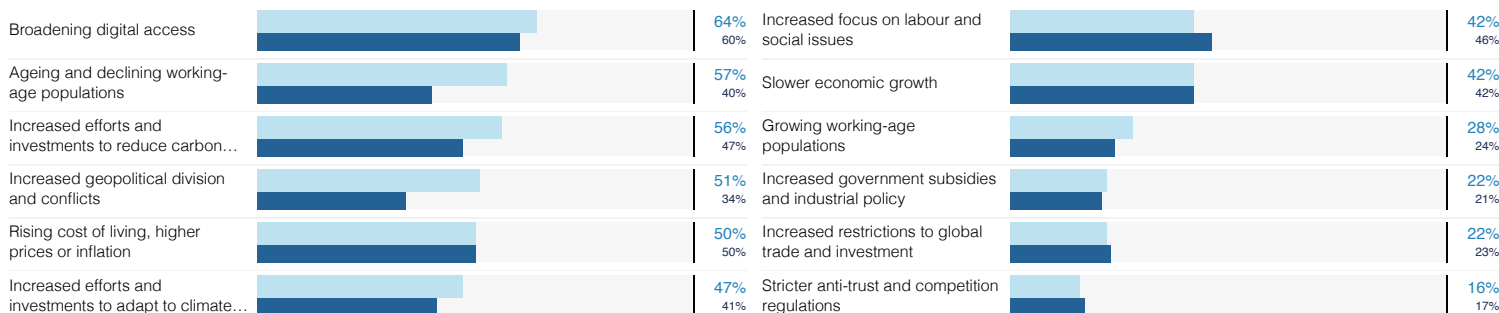
Share of organizations running AI programmes

## Trend outlook

## Macrotrends driving business transformation

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

Economy Global

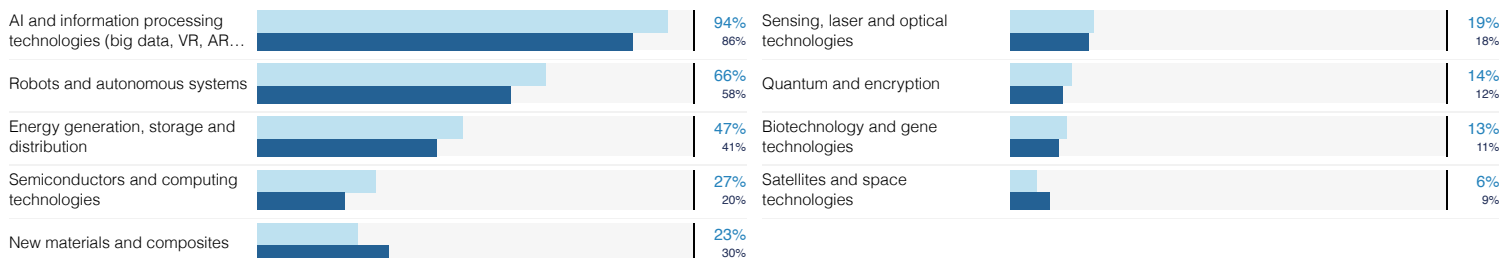


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## Technology trends driving business transformation

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

Economy Global

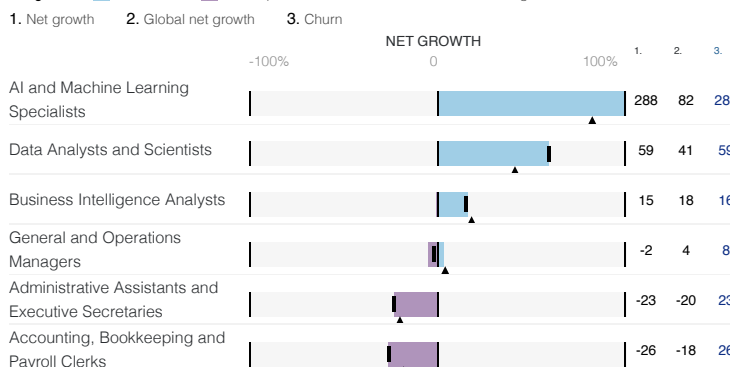


## Jobs outlook

## 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

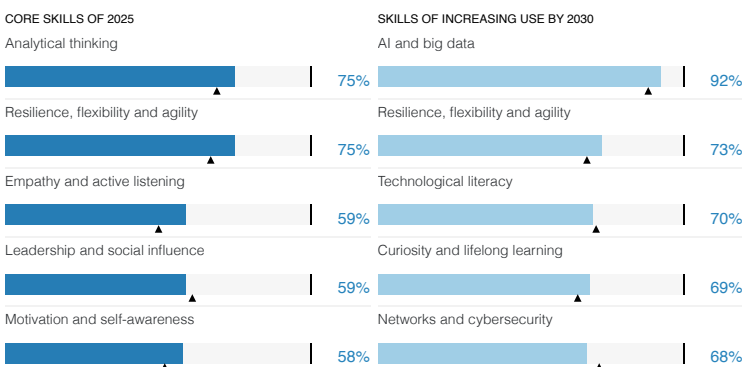


## Skill outlook

## Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



## Netherlands

12.6

## Upskilling and reskilling outlook

35 | Global 41

Would not need training by 2030

33 | Global 29

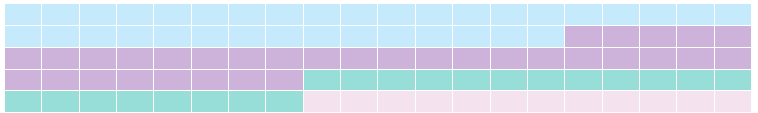
Would be upskilled in their current role

20 | Global 19

Would be upskilled and redeployed

12 | 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

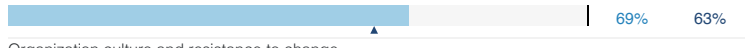
## Transformation barriers

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

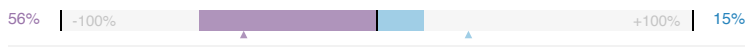
## Talent availability outlook

## 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

Funding for reskilling and upskilling



Provision of reskilling and upskilling

Improvements to public education systems

Flexibility on hiring and firing practices

Changes to immigration laws

## 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

64 | Global 42

Set DEI goals, targets or quotas

63 | Global 48

Targeted recruitment, retention and progression initiatives

54 | 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

90 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

78 | Global 69

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

75 | Global 62

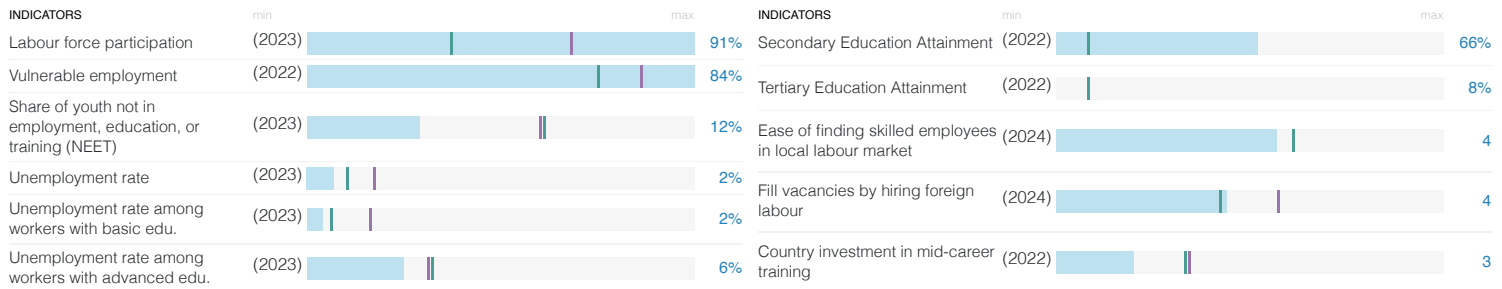
Hiring new people with skills to better work alongside AI

## Nigeria

59.3

## Contextual indicators

Regional average Income Group average



## Jobs and Skills outlook

12% | Global 22%

## Labour-market churn

Five-year structural labour-force churn

41% | Global 39%

## Skill disruption

Shares of core skills which will change

100% | Global 83%

## Organizations with DEI priorities

Share of organizations with DEI priorities

86% | Global 88%

## AI exposure

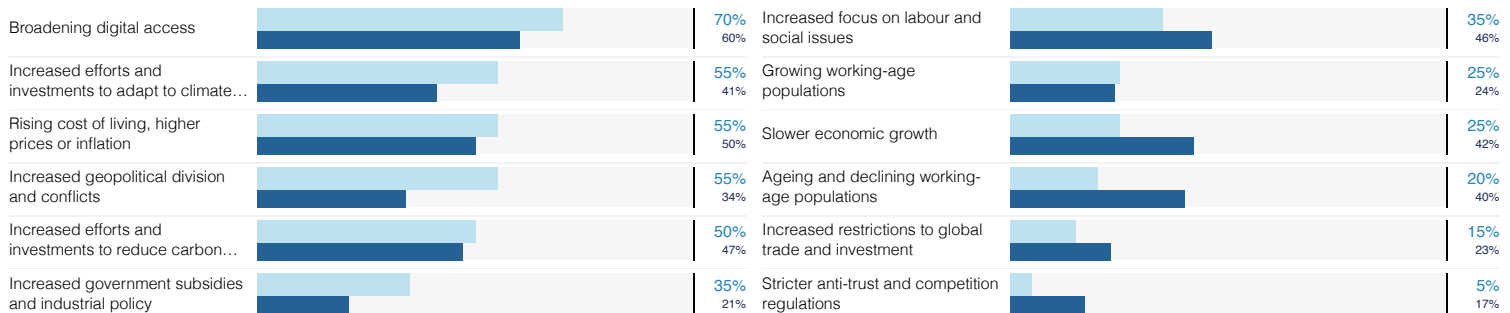
Share of organizations running AI programmes

## Trend outlook

## Macrotrends driving business transformation

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

Economy Global

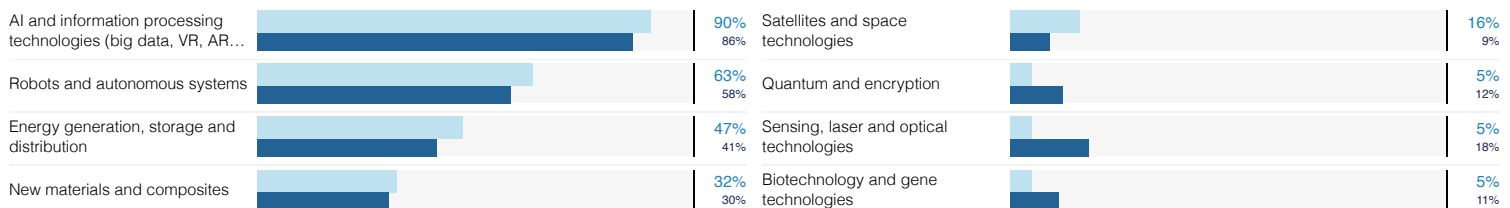


## Technology trends

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Economy Global



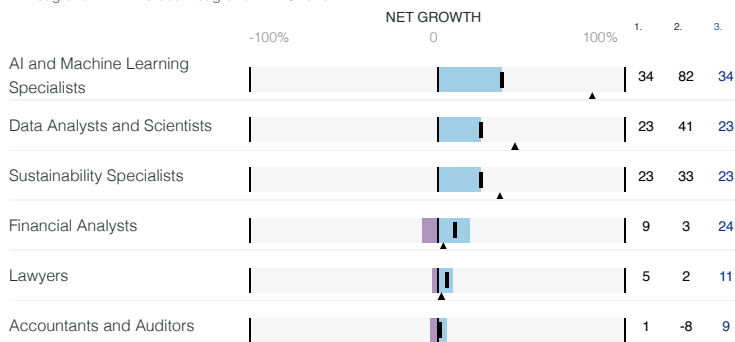
## Jobs outlook

## Key roles for business transformation

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

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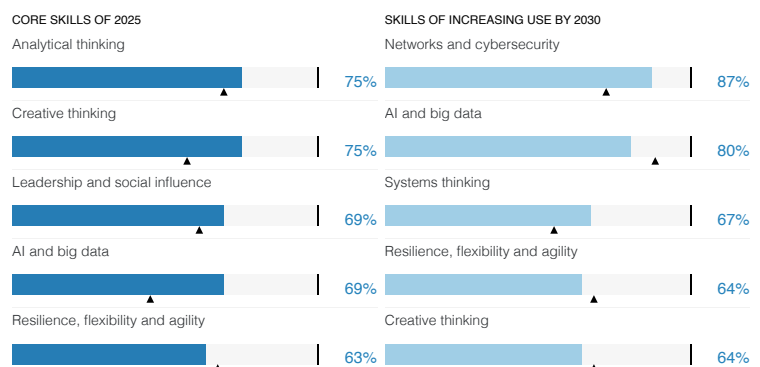


## Skill outlook

## Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global



## Nigeria

59.3

## Upskilling and reskilling outlook

40 | Global 41

Would not need training by 2030

29 | Global 29

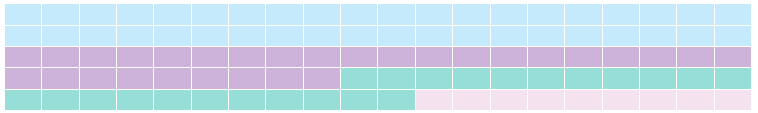
Would be upskilled in their current role

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

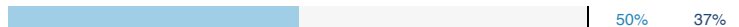
Economy Global

ECONOMY GLOBAL

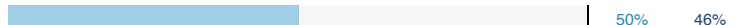
Skills gaps in the labour market



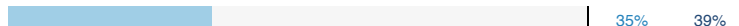
Inability to attract talent to the industry



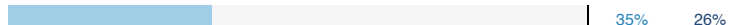
Organization culture and resistance to change



Outdated or inflexible regulatory framework



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

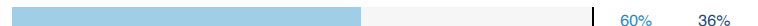
Funding for reskilling and upskilling



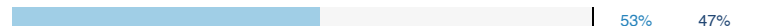
Provision of reskilling and upskilling



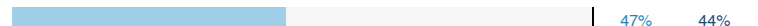
Changes to labour laws related to remote work



Improvements to public education systems



Flexibility on hiring and firing practices



## Wage outlook

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

Growing Global Similar Global Declining Global



## DEI Actions

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

53 | Global 42

Set DEI goals, targets or quotas

47 | Global 48

Targeted recruitment, retention and progression initiatives

47 | 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

93 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

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Hiring new people with skills to better work alongside AI

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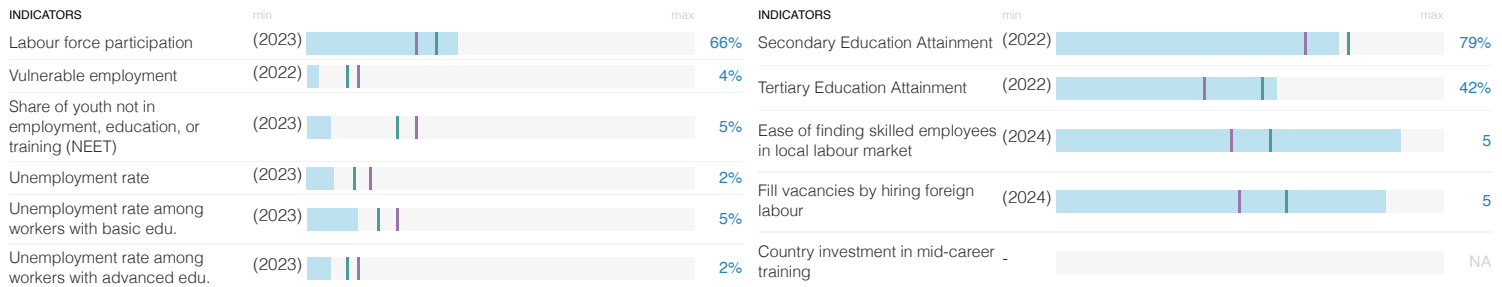
Re-orienting your organization to target new business opportunities created by AI

## Norway

3.9

## Contextual indicators

Regional average Income Group average



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Five-year structural labour-force churn

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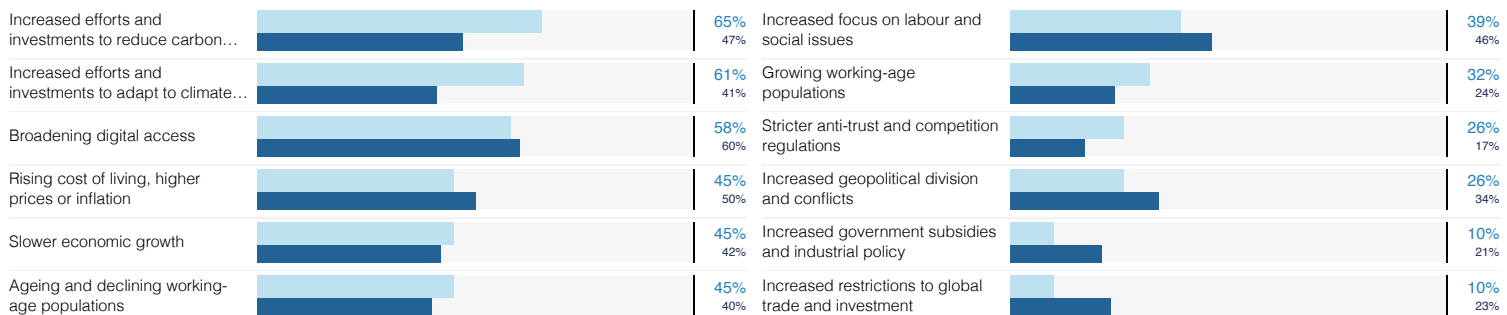
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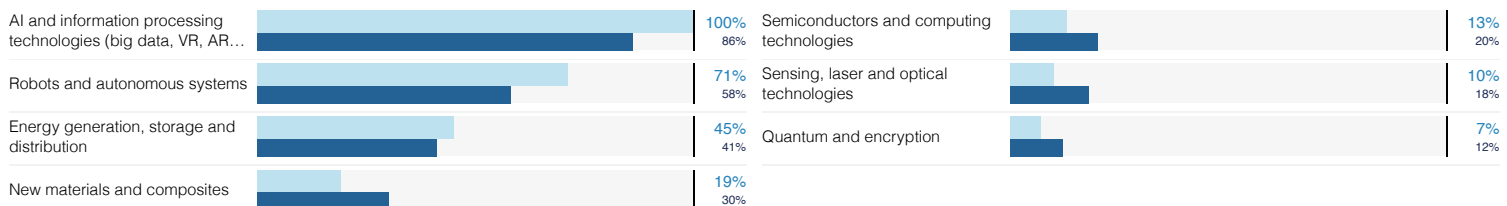


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Share of organizations surveyed that identify the technology trend as likely to drive business transformation

Economy Global



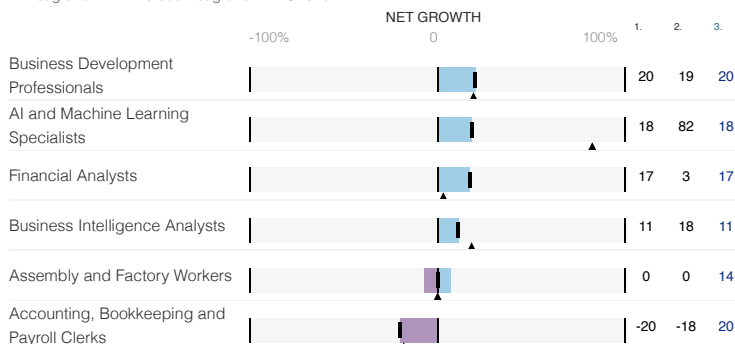
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## Skill outlook

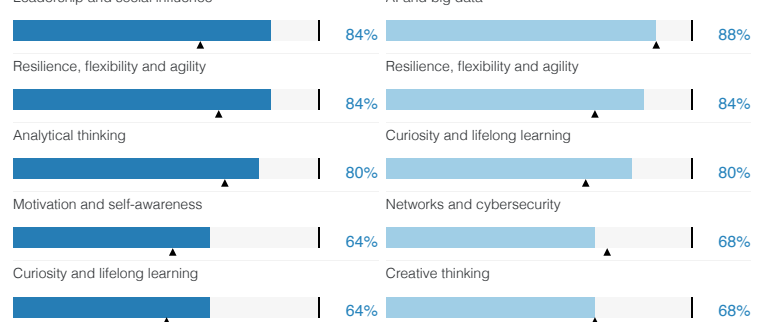
## Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global

## CORE SKILLS OF 2025

Leadership and social influence



## SKILLS OF INCREASING USE BY 2030

AI and big data

Resilience, flexibility and agility

Curiosity and lifelong learning

Networks and cybersecurity

Creative thinking



## Norway

3.9

## Upskilling and reskilling outlook

41 | Global 41

Would not need training by 2030

28 | Global 29

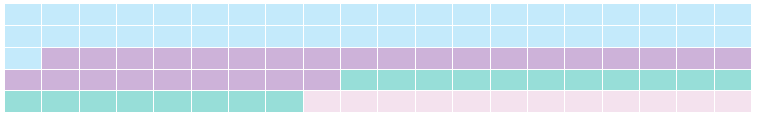
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## Human-machine frontier

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

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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

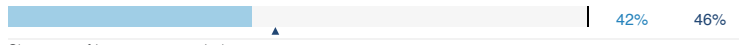
Economy Global

ECONOMY GLOBAL

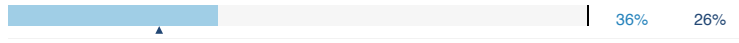
Skills gaps in the labour market



Organization culture and resistance to change



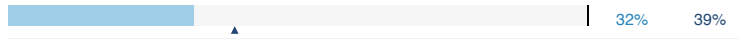
Shortage of investment capital



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

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Talent availability when hiring



Talent development of existing workforce



Talent retention of existing workforce



## Public policy

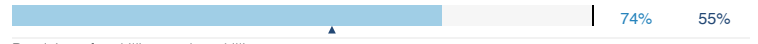
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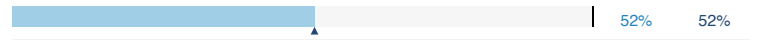
Economy Global

ECONOMY GLOBAL

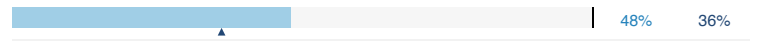
Funding for reskilling and upskilling



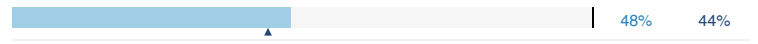
Provision of reskilling and upskilling



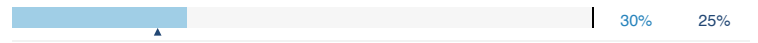
Changes to labour laws related to remote work



Flexibility on hiring and firing practices



Changes to pension schemes and retirement ages



## 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

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

65 | Global 51

Run comprehensive DEI training for managers and staff

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Targeted recruitment, retention and progression initiatives

48 | Global 33

Anti-harrasment protocols

## AI Strategy

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

87 | Global 77

Reskilling and upskilling your existing workforce to better work alongside AI

70 | Global 69

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

61 | Global 47

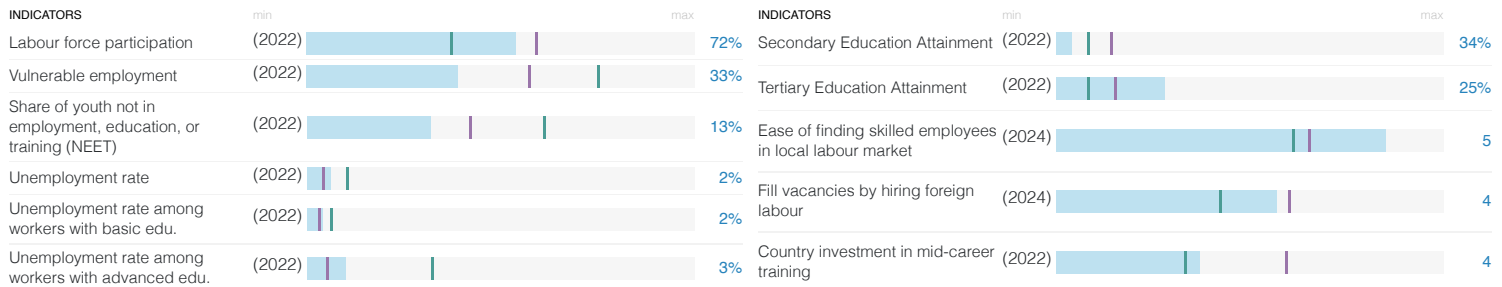
Transitioning people from jobs that AI will cause to decline, to other roles within your organization

## Philippines

56.5

## Contextual indicators

Regional average Income Group average



## Jobs and Skills outlook

16% | Global 22%

## Labour-market churn

Five-year structural labour-force churn

38% | Global 39%

## Skill disruption

Shares of core skills which will change

96% | Global 83%

## Organizations with DEI priorities

Share of organizations with DEI priorities

91% | Global 88%

## AI exposure

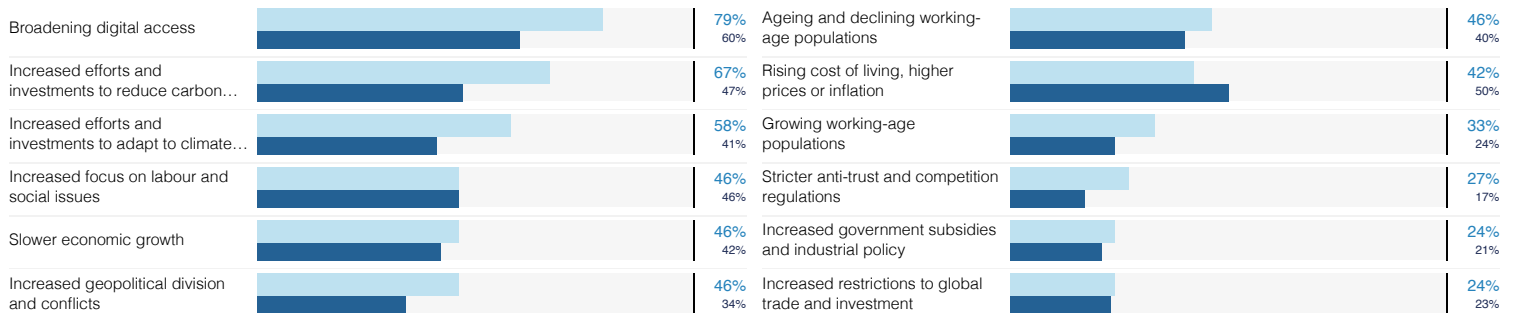
Share of organizations running AI programmes

## Trend outlook

## Macrotrends driving business transformation

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

Economy Global

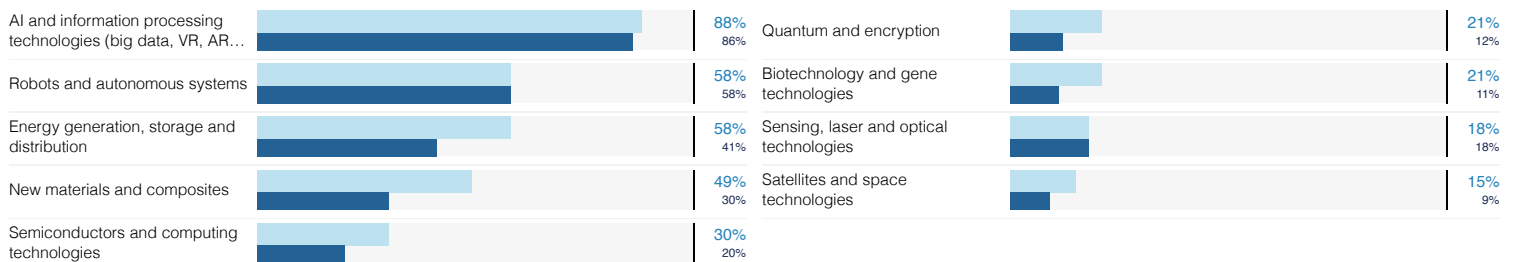


## Technology trends

## Technology trends driving business transformation

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

Economy Global

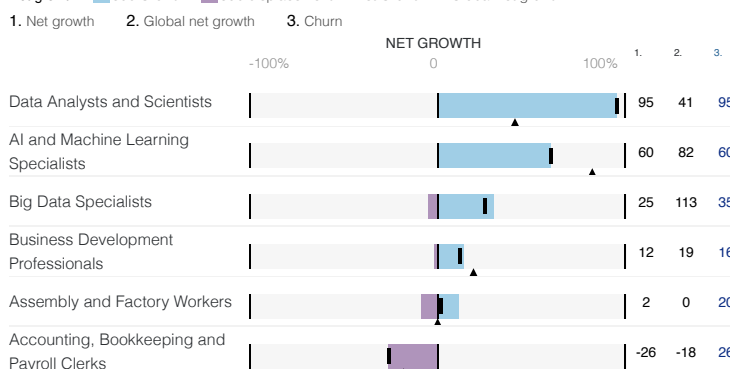


## Jobs outlook

## Key roles for business transformation

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

Net growth Job Growth Job displacement Net Growth Global net growth



## Skill outlook

## Skills of increasing use by 2030

Skills of the most increase in use by 2030

Economy Global

