Contextual indicators

Regional average Income Grou	ıp average					
INDICATORS				INDICATORS		
Labour force participation	(2023)		65%	Secondary Education Attainment	(2023)	41%
Vulnerable employment	(2022)		27%	Tertiary Education Attainment	(2023)	19%
Share of youth not in employment, education, or training (NEET)	(2023)		16%	Ease of finding skilled employees in local labour market	<sup>6</sup> (2024)	5
Unemployment rate	(2023)		2%	Fill vacancies by hiring foreign		
Unemployment rate among workers with basic edu.	(2023)	1	2%	labour	(2024)	4
Unemployment rate among workers with advanced edu.	(2023)		3%	Country investment in mid-career training	(2022)	2

# Jobs and Skills outlook

16%   Giobal 22%	40%   Giobal 39%	94%   Giobal 83%	97%   Global 88%			
Labour-market churn	Skill disruption	Organizations with DEI priorities	Al exposure			
Five-year structural labour-force churn	Shares of core skills which will change	Share of organizations with DEI priorities	Share of organizations running Al 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		Ageing and declining working- age populations	41% 40%
Increased efforts and investments to reduce carbon	5 <b>9%</b> 47%	Increased geopolitical division and conflicts	30% 34%
Increased efforts and investments to adapt to climate	49% 41%	Increased restrictions to global trade and investment	26% 23%
Increased focus on labour and social issues		Growing working-age populations	23% 24%
Slower economic growth		Stricter anti-trust and competition regulations	15% 17%
Rising cost of living, higher prices or inflation	4 <b>2%</b> 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		Sensing, laser and optical technologies		<mark>0%</mark> 18%
Robots and autonomous systems	63% 58%	Quantum and encryption		<b>9%</b> 12%
Energy generation, storage and distribution		Biotechnology and gene technologies		9% 11%
New materials and composites		Satellites and space technologies	1	2% 9%
Semiconductors and computing technologies	29% 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 A Global net growth

1. Net growth 2. Global net gro	wth 3. Churn					
	-100%	NET GROWTH	100%	1.	2.	3.
Data Analysts and Scientists				47	41	47
AI and Machine Learning Specialists				46	82	46
General and Operations Managers		Ņ		2	4	2
Assembly and Factory Workers		1		-5	0	17
Accounting, Bookkeeping and Payroll Clerks				-20	-18	20
Administrative Assistants and Executive Secretaries				-25	-20	26

Skills of increasing use by 2 Skills of the most increase in u	
Skill outlook	
Satellites and space technologies	12% 9%
Biotechnology and gene technologies	<b>19%</b> 11%
	12.75

# Economy A Global

CORE SKILLS OF 2025 Resilience, flexibility and agility		SKILLS OF INCREASING USE BY 2030 Al and big data		
	83%		I	93%
Analytical thinking		Creative thinking		
	78%			77%
Leadership and social influence		Networks and cybersecurity		
<b>A</b>	65%	<b></b>		73%
Service orientation and customer service		Resilience, flexibility and agility		
	62%	▲		73%
Empathy and active listening		Leadership and social influence		
	59%			70%

Mexico

Hiring new people with skills to better work alongside AI

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

Upskilling and reskilling	outlook					
35 I 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				Public policy		
	r predominantly people, pre Combination Global		r a combination of both	Public policies to improve talent Share of respondents who agree t the talent availability Economy A Global		has the greatest potential to increase
Now	_		46% <b>31% 22%</b> 48% <b>30%</b> 22%	Funding for reskilling and upskillin Flexibility on hiring and firing pract	<b>A</b>	ECONOMY GLOBAL
2030	_	_	31% 34% 35% 33% 33% 34%	Improvements to public education	<b>A</b>	49% 44%
				Provision of reskilling and upskillin	g	48% 47% 40% 52%
Key barriers for business				Flexibility on setting wages		39% 38%
Economy A Global Skills gaps in the labour n Organization culture and Outdated or inflexible reg	resistance to change		ECONOMY         GLOBAL           63%         63%           50%         46%           40%         39%	percentage of the company's total		al 45% 45% 9 52% 41% 8
Lack of adequate data ar	technical infrastructure		34% 32% 31% 37%			
Talent availability outlook	k			DEI Actions		
	o expect their talent availal rage Worsening & Globa ring		+100% 38%	Share of employers surveyed plan 61 L Global 51 Run comprehensive DEI training for managers and staff	ning to implement the diversity, 56   Global 48 Targeted recruitment, retention and progression initiatives	equity and inclusion measure 52   Global 39 Pay equity reviews and salary audits
Talent development of exi 6% -100%		A	+100% 68%	Al Strategy Share of employers surveyed plan capability and prevalence	ning to implement the stated str	ategy in response to AI's increasing
Talent retention of existing     18%     -100%		٨	+100% 53%	83   Global 77	79   Giobal 69	75   Giobal 62

Reskilling and upskilling your existing workforce to better work alongside Al