



# Shaping Our Capabilities for a Thriving Tomorrow

Human Capability Initiative (HCI) 2024 Insight Report



Insight partners:



OliverWyman

KEARNEY



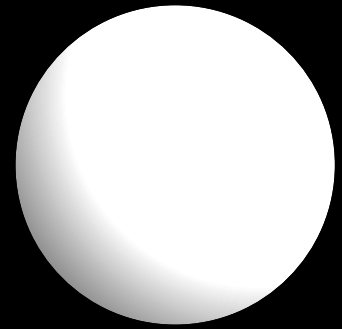
#Future\_Readiness



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**Under the patronage of His Royal Highness Prince  
MOHAMMED BIN SALMAN AL SAUD,**

Crown Prince, Prime Minister, and Chairman of the Human Capability Development Program (HCDP), the HCI inaugural event was held in Riyadh, Saudi Arabia, between February 28-29, 2024.

# Acknowledgements

## The completion of the Human Capability Initiative (HCI) 2024:

The development of the **Insights Report Shaping Our Capabilities for a Thriving Tomorrow** was made possible through the contribution of the HCDP team members, to whom the deepest gratitude are extended.

Our appreciation also goes to our insight partners: The United Nations Children's Fund (UNICEF), The United Nations Development Program (UNDP), PricewaterhouseCoopers (PwC), Oliver Wyman, Kearney, and IE Business School.



Finally, we extend our sincere thanks to our contributors for their involvement and support.





## About Human Capability Development Program (HCDP) [↗](#)

Launched in 2021, the Human Capability Development Program (HCDP) is empowering Saudi citizens and setting them up for success at every stage of life. With a focus on matching educational outcomes to the needs of the labor market, fostering innovation, and developing and upgrading skills, the Program creates a pathway for individuals to reach their full potential. Additionally, the Program supports instilling core values and promoting and preserving the Arabic language, fostering a sense of national pride, and working towards a strong economy supported by a highly capable workforce.

# Abbreviations

<b>AI</b>	Artificial Intelligence
<b>ARAMCO</b>	The Saudi Arabian Oil Group
<b>COVID-19</b>	Coronavirus Disease of 2019
<b>ECE/ECD</b>	Early Childhood Education / Early Childhood Development
<b>GDP</b>	Gross Domestic Product
<b>G20</b>	Group of 20 countries
<b>HCDP</b>	Human Capability Development Program
<b>HCI</b>	Human Capability Initiative / Human Capability Index
<b>KAPSAR</b>	King Abdullah Petroleum Studies and Research Center
<b>KSU</b>	King Saud University
<b>NIEPD</b>	The National Institute for Education Professional Development
<b>OECD</b>	The Organization for Economic Co-operation and Development
<b>PIF</b>	The Public Investment Fund
<b>PNU</b>	Princess Nourah University
<b>PwC</b>	PricewaterhouseCoopers
<b>SABIC</b>	Saudi Basic Industries Corporation
<b>SDG</b>	Sustainable Development Goals
<b>SPA</b>	The Saudi Press Agency
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>UNDP</b>	The United Nations Development Program
<b>UNICEF</b>	The United Nations International Children's Emergency Fund
<b>USD</b>	U.S. Dollar

## Report Methodology

The methodology of this report is rooted in a comprehensive synthesis of discussions from the HCI sessions, with a focus on three main themes: unleashing human capabilities, catalyzing global cooperation, and maximizing resilience to future uncertainties. Key session inputs and takeaways were summarized and analyzed to reflect on both global and local shifts influencing human capabilities development. Insight partners contributed significantly by providing additional inputs and summaries, enhancing the breadth of perspectives included. This was supplemented with a review of prominent human capability reports published within the last decade (2015 onwards), ensuring a robust contextual grounding and relevance to current trends and future directions in human capabilities development.

# 01 | Introduction

The Human Capability Initiative (HCI) 2024 was launched as a platform to discuss cooperative solutions for advancing human capability development.

## Human Capability Development Defined

Human capabilities is defined by four core areas that foster adaptability and flexibility: **Values and attitudes, Basic skills, Future skills and Knowledge.**



### Values and Attitudes

Include characteristics such as curiosity, determination, and resilience, guiding personal and professional behavior.



### Basic Skills

Are foundational and include literacy, numeracy, and digital literacy, crucial for learning and knowledge growth.



### Future Skills

Encompass higher order thinking and social and emotional skills.



### Knowledge

Understanding of field-specific concepts in line with evolving labor market needs, e.g. robotics, medicine and engineering.

Source: HCDP



# Highlights of the Human Capability Initiative Inaugural Event (Riyadh, 2024)

The initiative fostered discussions on skills, future work, education, and technology by uniting policymakers, thought leaders, investors, and entrepreneurs to collaborate and drive innovative policy design and solutions.

## The HCI Convened



**10,000+**  
Attendees



**250+**  
Global Speakers



from **100+**  
Countries



**100**  
Discussion sessions

Attendees engaged in fruitful discussions on enhancing education, skill development, and employment opportunities for both youth and adults, recognizing the critical role of human capital in driving sustainable economic growth and fostering social cohesion.

The Initiative outcomes included actionable strategies, collaborative partnerships (50+ announcements), and a renewed commitment to investing in human capital across sectors.

The HCI set a precedent for future endeavors in harnessing the full potential of human capabilities to build prosperous and inclusive societies.





With our current leadership, we went to self-discovery of what truly drives our economy, and you will find it in no more than the two factors that I'm going to mention: youth and women empowerment.

– HRH Prince Abdulaziz bin Salman  
Minister of Energy, Saudi Arabia.

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## 02 | Human Capability Development Overview

Economic development is challenged by global uncertainties including inflation and increased costs of living, regional conflicts, health risks, and climate change.<sup>4</sup> Labor markets are experiencing a growing informal sector, increasing labor migration, and complexities with matching job seekers and employers. These global changes are influencing the dynamics of labor markets, making it more difficult for countries to create sustainable economic growth. To support economic growth and enhance lifetime earnings, smart policies and investments in human capabilities are necessary.

Investments in human capability, using a lifelong learning approach, plays a critical role in driving future productivity and economic growth. Human capabilities have been identified as the foremost driver of national productivity and wealth globally. The global economy could gain an estimated USD 6.5 trillion in the next seven years by closing workers' skills gaps, representing 5-6 percent of their gross domestic product (GDP).<sup>5</sup> In the case of Saudi Arabia, potential economic gains of up to USD 17 trillion could be achieved through improved learning.<sup>6</sup> Nonetheless, most countries invest less than 0.5 percent of the global GDP in adult lifelong learning.<sup>7</sup>



<sup>4</sup> WEF (2023a) and World Bank (2019). <sup>5</sup> World Bank (2024). <sup>6</sup> HCI Conference (2024a). <sup>7</sup> World Bank (2024).

**Access to quality education and skills is one of the key contributing factors to higher attainment of human capability.** The global metrics HCI (Human Capital Index) and HDI (Human Development Index) serve as benchmarks for comparing countries' advancements in human capabilities development. These metrics, while differing in their specific methodologies, share a common emphasis on evaluating and quantifying educational services, which is globally recognized as a main contributor for human capabilities development. Unfortunately, most countries struggle to achieve advanced human capabilities because of the poor progress made with educational advancements.

## Global Indexes Measuring Human Capabilities

### The Human Capital Index (HCI)

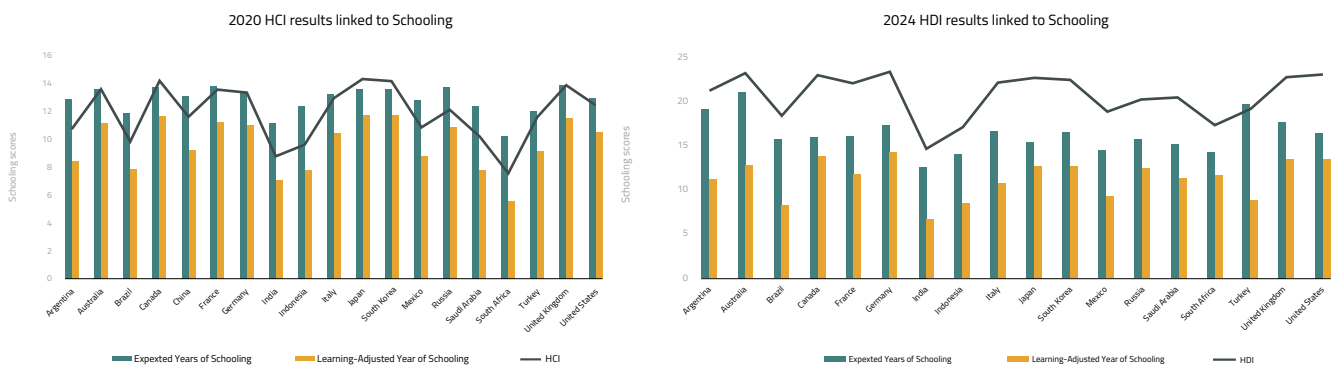
Estimates the expected human capital a child born today could expect to attain by their 18th birthday, assuming access to existing health and education services. In this way, the HCI highlights how current health and education outcomes shape the productivity of the next generation of workers and underscores the importance of government and societal investments in these services to ensure highest levels of future productivity.

### The Human Development Index (HDI)

Evaluates a nation's overall level of development by considering variables including income, life expectancy, and education. It was developed to offer a more thorough understanding of human well-being than is possible with economic metrics like gross domestic product (GDP).

Source: World Bank and UNDP.

## HCI and HDI Results linked to Schooling



Source: HCDP analysis (2024).

Globally, 2 percent of children (aged 36–59 months) are not developmentally on track; 42 percent of children under 5 do not receive adequate early stimulation and responsive care; and in 2019, some 175 million children were not enrolled in pre-primary education.<sup>8</sup> While global trends demonstrate that the average years of school may be increasing, this does not always translate into acquired knowledge and skills when learning is considered. On average G20 countries achieve 12.9 years of schooling but this is equivalent to about 9.7 learning-adjusted years of schooling.<sup>9</sup>

<sup>8</sup> UNICEF (2019). <sup>9</sup> HCDP Analysis (2024).

**Starting as early as possible is the key for human development.**<sup>10</sup> Neuroscience evidence unambiguously shows that the period from conception to formal schooling entry, especially the period during pregnancy and the first thousand days after birth, is the most critical for persons' cognitive, social, emotional, and physical development as the brain grows fastest during this time and is most responsive to the outside influences.<sup>11</sup> Ample evidence from rigorous long-term studies suggests that high-quality early childhood education (ECE) and opportunities for stimulation, learning and play yield numerous benefits for children that affect them well into adulthood. Better school performance, lower repetition rates, and higher post-secondary education rates are only some examples of the wide range of positive impacts. In addition, ECE has also been correlated with more productive economic trajectories in adulthood, better social adjustment, stronger relationships, and mental health, as well as healthier life choices.<sup>12</sup>

**Today, for the first time, we have the tools to ensure that the vast majority of people benefit from good education.** Recent advancements in education technology is opening new opportunities for countries to rapidly advance the development of their human capital. This time in history marks a critical juncture with far-reaching implications for policymakers and leaders. The emergence of generative artificial intelligence (AI), for example, has allowed for a remarkable augmentation of current tools and paved the way for a number of developments to, amongst other things, drive truly personalized learning. This holds the potential to address the age old 'two sigma problem'.<sup>13</sup>

The introduction of technology in education, however, have faced significant challenges, including highly fragmented market deployment and structural hindrances related to the manner in which schools procure goods and services. The promise of technology in education is too great to leave these challenges unaddressed, highlighting the need for governments to re-imagine the role they need to play. At the very least, governments should ensure that the regulatory and policy environment is conducive to the introduction of technology in education. For some countries, a more top-down, government-led approach to the introduction of technology in education might be necessary.<sup>14</sup>



<sup>10</sup> HCI Conference (2024d).

<sup>11</sup> Richter, Linda M., et al (2016).

<sup>12</sup> Britto, Pia R., et al (2017).

<sup>13</sup> Bloom (1984).

<sup>14</sup> HCI Conference (2024e), Kearney, OECD.

**The workforce landscape is evolving rapidly, driven by technological advancements, and changing job requirements.** University and training systems are being challenged to keep pace with emerging skill requirements brought on by technological advancements. Global estimates suggest a labor market churn of 23 percent of jobs in the next five years.<sup>15</sup> Jobs will be created and lost as the markets adjust to new business requirements. Successful workers will be those able to acquire complex and multidisciplinary skill sets.

**To effectively sustain human capability potential, it is essential to address the misalignment between labor supply and demand.** Dynamic business environments contrast with the slow pace of connecting people to new opportunities, leading to rising unemployment, stagnant wages, and businesses struggling to find the right talent.<sup>16</sup> At the same time, millions are facing insecurities and instabilities in their employment and social status, e.g., unstable labor, low incomes, and loss of citizenship rights, posing challenges to political stability.<sup>17</sup>

**The disparity between workers is more pronounced in countries with limited capacity to align supply and demand.** Post-COVID-19, high-income countries reported labor market recovery, while emerging economies continue to face economic stagnation and slow unemployment recovery.<sup>18</sup> Despite these challenges, investment in human capabilities remains a key strategy to mitigate employment challenges and foster a resilient, sustainable, and prosperous future for all.



# Human Capability Initiative

<sup>15</sup> WEF (2023b). <sup>16</sup> WEF (2023b). <sup>17</sup> HCI Conference (2024f). <sup>18</sup> WEF (2023b).

# Human Capability Development Overview:

Summary of challenges and opportunities

## Challenges

- 01 | Sustainable economic growth faces challenges from global uncertainties such as inflation, regional conflicts, health risks, and climate change.
- 02 | Labor markets are affected by a growing informal sector, increased labor migration, and difficulties in matching job seekers with employers.
- 03 | Dynamic business environments require better connection of people to opportunities, but progress has been slow.
- 04 | Unemployment, wage stagnation, reliance on in-house upskilling, and talent shortages are current issues in labor markets.
- 05 | Disparities in worker experiences vary by country, with high-income countries recovering faster post-COVID-19 than emerging economies.

## Opportunities

- 01 | Smart policies and investments in human capabilities, from the early years to an individual's lifelong learning, are essential for future productivity and economic growth and for addressing employment challenges.
- 02 | Emerging technology and industries are creating new jobs that have dynamic skills mix requirements.
- 03 | Technological advancement and adoption are enabling new opportunities for upskilling and training.
- 04 | Reforming education and training and minimizing misalignment between labor supply and demand are crucial for sustaining human capability potential.
- 05 | Emerging industries in technology and green initiatives create significant job growth potential; flexible training pathways can support the upskilling of workers.

The Human Capability Initiative demonstrates the country's commitment to enrich global dialogue on human capability development and foster achievable strategies and solutions that inspire progress. Today we convene to navigate the current of changes shaping both local and international labor markets.

- H.E. Yusef Abdullah Al Benyan

Minister of Education & Chairman of the Executive Committee, Human Capability Development Program (HCDP), Saudi Arabia



# 03 | Global Shifts Shaping Labor Markets

The **HCI 2024** highlighted six critical global shifts influencing labor markets worldwide

**01**

Macrolevel shifts.

**02**

Green transition and promotion of green solutions.

**03**

Technology adoption and expansion.

**04**

Empowerment, diversity, and inclusion in the workforce.

**05**

Localization strategies.

**06**

Unknown unknowns.

These global shifts signal the emergence of new jobs, transformation and disruption of existing jobs, and the obsolescence of certain job categories. However, the overall outlook is mixed, varying across job categories, industries, and economies.

**Macrolevel shifts are negatively influencing economic outlooks because of factors such as increased geopolitical divisions, demographic dividends, increased costs of living, and ongoing impacts of the health pandemic, among others.**<sup>19</sup> These shifts disrupt supply chains and create informal employment, affecting worker security and rights. Education and workforce adaptability are crucial to meet the evolving economic demands and address disparities between economies and workers.

**The green transition and promotion of green solutions as a viable approach to climate change mitigation and adaptation has gained economic momentum.** It promises to create many opportunities to develop new industries that both benefit workers and protect the environment. Around 18 percent of workers in the Organization for Economic Cooperation and Development (OECD) work in jobs with a significant proportion of tasks that contribute to environmental objectives (green tasks), ranging from 7 percent to over 35 percent depending on the region.<sup>20</sup> Some regions, including many capital regions, have already benefitted from the green transition and have a high and increasing share of green-task jobs and a low share of polluting jobs at risk of disappearing.<sup>21</sup>

<sup>19</sup> WEF (2023b). <sup>20</sup> OECD (2023). <sup>21</sup> OECD (2023).

The rapid pace of technology adoption and expansion is set to influence the labor market dynamics and create a mixed outlook on job growth as organizations increasingly integrate advanced technologies by 2030. An estimated 85 percent of organizations are expected to undergo transformation within the next five years due to the rapid pace of technology changes.<sup>22</sup> Key technologies such as big data, cloud computing, and AI are at the forefront, with an estimated 75 percent of companies planning to adopt these within the same timeframe.<sup>23</sup> Moreover, digital platforms and apps are anticipated to be the most widely adopted technologies, with 86 percent of surveyed companies aiming to incorporate them into their operations.<sup>24</sup>

The evolving employment landscape increasingly characterized by a commitment to empowerment, diversity, and inclusion. The empowerment and increased participation of women in the workforce, for example, is a key aspect of this transformation, reflecting a move towards more equitable and inclusive work environments. This shift towards embracing all forms of diversity, including gender and ethnic diversity, as well as the inclusion of individuals with disabilities, is enriching talent pools and fostering innovation and resilience in organizations.

The employment landscape is also being reshaped by localization strategies aimed at fostering stability and growth. Concurrently, there is a growing emphasis on the localization of supply chains and the cultivation of strategic partnerships. This approach seeks to create more resilient economies by reducing dependency on distant suppliers and enhancing local production capabilities, thereby responsiveness to global market fluctuations. In line, tailored public policies, underpinned by local research, are crucial to address specific regional challenges effectively.

Lastly, in an era marked by rapid change, the concept of unknown unknowns underscores the risks of economies facing unforeseeable events and trends in technology, the environment, and society.<sup>25</sup> It also highlights the need for industries to shift towards greater agility and adaptability in their operating approaches matched with capabilities for foresight in all sectors. This includes preparing for the uncharted territories of digital transformation, automation, and the future of AI, ensuring readiness for technological advancements that are not yet fully comprehended. To navigate such uncertainties, strategies that embrace ambiguity and foster resilience are essential, particularly in the face of potential future pandemics, geopolitical shifts, and the societal impacts of aging populations.


<sup>22</sup> WEF (2023b). <sup>23</sup> WEF (2023b). <sup>24</sup> WEF (2023b). <sup>25</sup> HCI Conference (2024g).

The world is going through significant qualitative and structural transformation, which can be sensed through the digital shift and the use of modern technologies, and human capabilities will have a clear impact on these changes.

– H.E Eng Khalid Al Falih

Minister of the Ministry of Investment, Saudi Arabia.



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## 04 | Global Shifts Influencing Jobs and Skills Outlook

The global job outlook is being shaped by a myriad of shifts, each influencing the future of work and the strategies needed to navigate it. While the outlook for jobs is mixed depending on industry and economies, it is anticipated that change across landscapes will occur. High rates of unemployment and informal employment impact human development and labor market access. The unemployment rates stand below pre-pandemic rates in three quarters of OECD countries,<sup>26</sup> and across a majority of G20 economies. At 4.9 percent, the 2022 unemployment rate across the OECD area is at its lowest level since 2001.<sup>27</sup>

**Macrotrends and technology are set to drive a mixed outlook for job creation and destruction in the next five years, across job categories and industries.** In the next five years, global job market will become more competitive, with a forecasted net displacement of 14 million jobs, as a result of 83 million jobs projected to be lost and 69 million jobs projected to be created.<sup>28</sup>

Jobs within the technology sector are seeing the fastest growth, marking a transformative era in employment.<sup>29</sup> For instance, jobs in AI and Machine Learning Specializations, AI prompt engineers, metaverse architects and autonomous car fleet operators. There is also a rise in demand for green skills and jobs, with sustainability becoming an essential component of leadership and management across various disciplines.

**At the same time, there is a fast decline in low skilled jobs such as secretarial roles, and other clerical roles.** Workers with a basic education face unemployment at twice the rate of workers with advanced education, between 2019 to 2021.<sup>30</sup> Moreover, nearly 2 billion workers globally are in informal employment, representing close to 70 percent of workers in developing and low-income countries, as well as 18 percent in high income ones.<sup>31</sup>

<sup>26</sup> OECD (2022a) and WEF (2023b).

<sup>27</sup> OECD (2022b) and WEF (2023b).

<sup>28</sup> WEF (2023b).

<sup>29</sup> HCDP, ETEC, and BCG (2024).

<sup>30</sup> WEF (2023b).

<sup>31</sup> World Bank (2024) and WEF (2023b).

## As the jobs market evolves, three critical shifts influencing skills outlook worldwide are also underplay:

### 01

Skills Mismatch.

### 02

Emerging skill requirements and technological advancements.

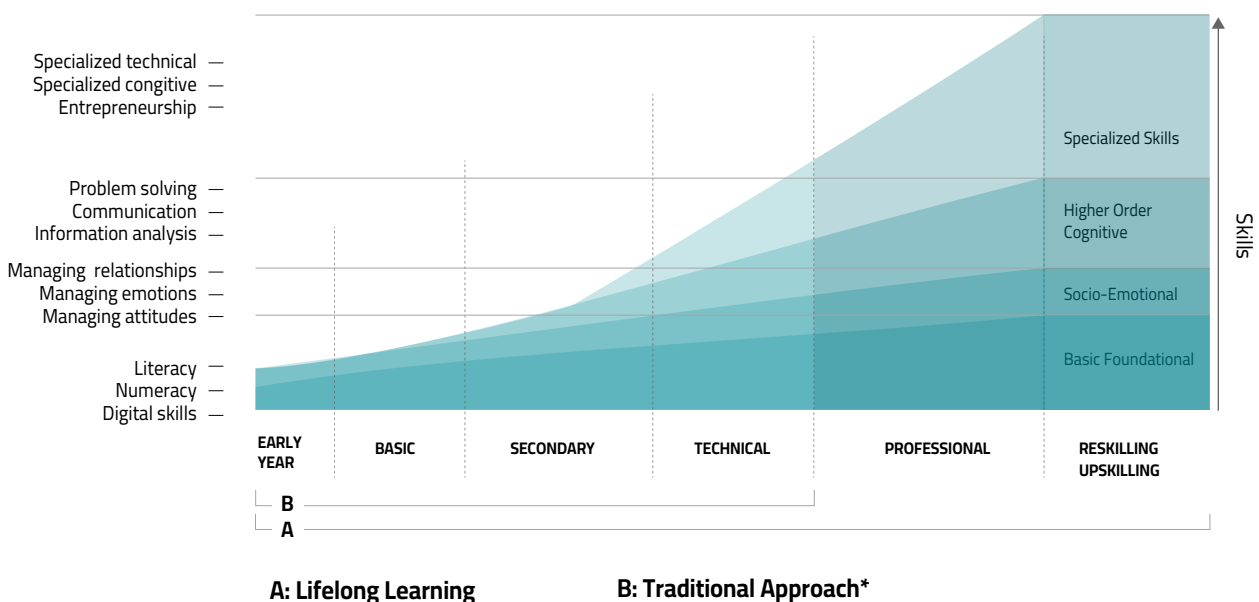
### 03

Labor market disengagement and underutilization of skills.

The global labor market is grappling with skills mismatch, as evidenced by global employer surveys indicating that 44 percent of workers' skills will be disrupted in the next five years.<sup>32</sup> About 23 percent of firms cite workforce skills as a significant constraint to their operations, with this figure rising to 40-60 percent in some African and Latin American countries.<sup>33</sup> This suggests that the skills many workers possess do not match the job needs of today and tomorrow.

Compounding this issue is the inability of the educational institutions to adapt to the evolving demands of the labor market, resulting in graduates who lack the necessary skills, thereby intensifying the skills gap. COVID-19 has further exacerbated the global learning poverty,<sup>34</sup> especially in low- and middle-income countries, where it has surged to an estimated 70 percent from 57 percent pre-pandemic.<sup>35</sup> It is estimated that 750 million people aged 15+ (or 18 percent of the global population) are unable to read and write, which illustrates the variation in competencies across working age populations.<sup>36</sup>

## Emerging Technical Skills and Expertise



Source: Adapted from World Bank (2024)

\*B: Traditional Approach: Refers to practices limiting opportunities for investment to formal education, nor taking into account opportunities for life long learning across a lifespan.

<sup>32</sup> World Bank (2024), WEF (2023b), HCI Conference (2024h).

<sup>33</sup> World Bank (2024) and WEF (2023b).

<sup>34</sup> Learning poverty means being unable to read and understand a simple text by age 10 (World Bank 2021a).

<sup>35</sup> World Bank and others (2022).

<sup>36</sup> World Bank (2024).

The future of jobs is also being shaped by emerging skill requirements and technological advancements, necessitating a more complex and multidisciplinary set of skills for successful workers. With new evolving jobs, new tasks and competencies are emerging. Emerging technologies such as AI, robotics, and automation are reshaping the nature of work, creating a need for workers with specialized technical skills and expertise.<sup>37</sup> Moreover, the emergence of 'bionic workers' professionals who integrate technology to enhance their productivity, efficiency, and output quality demands considerable upskilling to manage increasingly complex tasks and maintain competitiveness.<sup>38</sup> Beyond domain expertise and technical skills individuals will need to master digital literacy, critical thinking, empathy, communication, and green skills.<sup>39</sup> The rapid technological advancements in high income countries, and now increasingly in low- and middle-income countries, have increased the demand for jobs intensive in skills that cannot be automated, such as socioemotional skills.<sup>40</sup> Adaptive skills and flexibility have been measured as critical success factors for innovators capable of creating their own jobs.<sup>41</sup>

The labor market is facing significant challenges with worker disengagement and underutilization of skills. Workers who enter the labor market and are unable to secure employment face disengagement. It is estimated that about 450 million youth (7 out of 10) are economically disengaged due to lack of adequate skills to succeed in the labor market.<sup>42</sup> Moreover, there is a growing mass class whose level of schooling is greater than the level of labor they are expected to perform, leading to status frustration and a sense of disenfranchisement.<sup>43</sup> Even when highly educated workers secure employment, the labor market is often unable to fully utilize their skills, resulting in a widespread underutilization of their skills and capabilities. Economic, political, and labor market polarization are increasingly prevalent, driven by unequal opportunities and inadequate skills among the workforce.<sup>44</sup>



<sup>37</sup> WEF (2023b) and HCI Conference (2024).

<sup>38</sup> HCDP, ETEC, and BCG (2024).

<sup>39</sup> HCDP, ETEC, and BCG (2024).

<sup>40</sup> Deming (2017) and World Bank (2023).

<sup>41</sup> HCDP, ETEC, and BCG (2024).

<sup>42</sup> World Bank (2024).

<sup>43</sup> HCI Conference (2024d).

<sup>44</sup> HCI Conference (2024a).

**Technology isn't going to wipe out all jobs. There's almost an equal amount of growth as there is a decline in jobs. There's a positive outlook when it comes to the green transition, which is likely to be a net job creator.**

**– Saadia Zahidi**

Managing Director, World Economic Forum, Switzerland.



# 05 | Saudi Arabia Key Takeaways

Through Vision 2030 and under the leadership of HRH Mohammed Bin Salman Al Saud, Saudi Arabia is poised to unleash the human capability potential of its population and catalyze collaborative efforts to build workforce resilience. Countries like Saudi Arabia recognize that productivity and enhanced economic growth hinge on investments in human capabilities.<sup>45</sup> The Kingdom aims to support the development of globally competitive citizens who acquired knowledge and skills that are relevant for future success. With significant investments and reforms in education, skilling, and exchange programs, the Kingdom is seeking to position itself amongst the leading countries supporting human capabilities.

The Kingdom has been actively fostering the growth of emerging industries such as renewable energy, technology, and tourism, creating opportunities for new professions. Economic development in these industries is expected to create new job opportunities in fields such as e-commerce, green solutions, and automation. An estimated 150,000 new jobs are expected to be created in chemical plants and renewable energy facilities alone in Saudi Arabia, with a national commitment to achieving 75 percent localization of supply chains. An estimated 50,000 in the industries and mineral sectors employees have been trained in coordination with the private sector, with a 40 percent increase in the workforce.

To support workforce supply and demand alignment the Kingdom is investing in strategic reforms that are reshaping the education and training landscape. These include expanding access to early childhood education (increasing from 21 percent to 33 percent enrollment rates), increasing instructional time on literacy and numeracy, and reforming secondary education tracks to ensure better alignment with labor market needs. The Kingdom is supporting the expansion of science, technology, engineering, and mathematics (STEM) educational programs in higher education. Advocacy for STEM education enabled the Kingdom to surpass its 2025 target for the percentage of higher education students enrolled in STEM programs, from 22 percent to almost 27 percent in 2022. There is also a growing culture of investment in research and innovation, supported by the ambitions of creating a knowledge-based economy that fosters innovation and technological advancements on the global stage.

<sup>45</sup> World Bank (2021b).



The Kingdom is also launching national projects and strategies to support human capabilities development. This includes the launch of the National Center for Curriculum, which aims to reform curricula by focusing on skills and competencies. The Center will build partnerships with global expertise houses to design curricula methodologies that are consistent with the requirements of new generations. Key to these reforms is the plan to leverage digital transformation tools and focus on skills to enable citizens to succeed locally and globally. This reform is complemented with the launch of the National Institute for Education Professional Development (NIEPD), which aims to professionalize the role of classroom teacher, by offering development opportunities across the teacher's career cycle. Enabling teachers to become facilitators of knowledge, rather than enforcers of rote learning. Additionally, the Ministry of Industry and Mineral Resources, partnered with the Public Investment Fund (PIF) to launch the "Strategy for Developing Human Capability in the Industrial and Mining Sectors" and the "National Academy for Industry." Finally, the launch of "Energy TECH Institute" by the Minister of Energy, HRH Prince Abdulaziz bin Salman reflects the magnitude of transformations taking place in the Kingdom's energy sector and signifies a commitment to equipping future generations with the expertise needed to navigate the rapidly evolving energy landscape.

As part of Vision 2030 and the National Transformation Plans, Saudi Arabia has clearly recognized the extraordinary potential of education and Early Childhood Development (ECD) to contribute to key dimensions of human capability. The Kingdom is fully committed to achieve the United Nation's Sustainable Development Goals (SDG) including SDG 2 on achieving food security and improved nutrition, SDG 3 on ensuring healthy lives and promoting well-being; SDG 4 on ensuring inclusive and equitable quality education; and SDG 16 on promoting peaceful and inclusive societies for sustainable development.



**The Kingdom is embarking on a transformative journey to empower its citizens with the skills and knowledge needed for a thriving future.** The Kingdom is forging strategic partnerships with local and global leaders across various sectors. These collaborations extend beyond traditional education, fostering the creation of specialized academies and centers with long-term, far-reaching, and sustainable positive benefits. A key element of the approach involves expanding access to academies dedicated to cultivating expertise in specific high-growth fields. The launch of the Red Sea Academy exemplifies this approach. By equipping individuals with the specialized skills required for sustainable tourism development, the academy directly contributes to the success of Vision 2030's diversification goals. Similarly, the Saudi Press Agency's (SPA) News Academy empowers graduates to excel in the burgeoning media landscape, fostering a more vibrant and informed society. Also, the partnerships with private sector giants like SABIC, ARAMCO, and KAPSARC are proving instrumental in developing targeted training programs and facilities. These programs address the ever-evolving needs of the workforce, ensuring Saudi citizens possess the relevant skillsets to secure high-demand jobs in emerging industries.

**Saudi Arabia is creating a supportive ecosystem for future workers, of all ages, to innovate and gain professional experiences that make them future ready.** The Success Stage at the HCI featured several inspirational stories of resilience, adaptability, and perseverance, demonstrating time and again that success comes in all sizes and shapes. The Kingdom is also promoting the role of women across all sectors. Saudi women spearhead 45 percent of senior positions in medium and small-scale enterprises across the Kingdom, underscoring their burgeoning influence and contribution to the nation's economic landscape.

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## #FutureReadiness





**Demographic window of opportunities poised to elevate productivity by an impressive 73 percent among the working-age population.**

**The Saudi citizen stands as our most prized asset, our paramount source of pride, and our inexhaustible wellspring of vitality.**

**– H.E. Faisal Al Ibrahim**  
Minister of Economy and Planning, Saudi Arabia.

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# Success Stage

## Stories to Inspire Sports



Watch Here

# Abdullah AlJuaid

Defied personal and social limitations to carve his own path to success. His journey illustrates how facing obstacles can become opportunities for growth, how passion can ignite self-discovery, and how dedication can unlock a wellspring of transferable life skills.

As a young child in middle school AlJuaid was afflicted with retinal degeneration, which led him to lose his sight. At first, this life altering experience made it difficult for AlJuaid to continue his education and isolated him from his friends and society. As he was learning to navigate the stages of depression and acceptance, AlJuaid's discovered the value of sporting activities as a potential outlet for his frustrations.

With time, AlJuaid adopted new skills and attitudes that enabled him to move past his visual impairment and look forward to what contributions he could make to society. Al Juaid managed to achieve amazing progress in karate and horseback riding. With great determination and commitment, he won a gold medal in Para karate at the level of the Asian continent and was ranked 4th in the globe.

With a renowned sense of accomplishment AlJuaid returned to pursuing his education. Ultimately completing a doctorate in Psychology, where he today works as a faculty member at Umm Al-Qura University in Mecca and works as a researcher in the Ministry of Interior in Saudi Arabia. AlJuaid continues to give back to his community and was awarded the Princess Sita bint Abdulaziz Award for Excellence in Social Work. To reach this level of success AlJuaid, acquired invaluable life skills that enabled him to overcome challenges and maintain a resilient attitude towards barriers.<sup>46</sup>

<sup>46</sup> HCI Conference (2024).

# Success Stage

## Stories to Inspire International Organization



Watch Here

# Joud AlHarthi

In today's interconnected world the ability to collaborate across cultures and disciplines is essential for tackling global challenges and shaping a brighter future. Alharthi's journey to becoming a global changemaker, highlighted the importance of adaptivity, resilience, and having a strong and open mindset geared towards international collaboration.

<sup>47</sup> HCI Conference (2024).

As a Political Affairs Officer, in the Executive Office of the United Nation's Secretary-General, her work involves managing topics such as peace, justice, and institutional strengthening. Through her job at the United Nations, AlHarthi contributes to policy and projects that serve countries managing conflict. These include working on issues around reconciliation, managing intercommunal conflict, and social cohesion that enhance inclusiveness.

Prior to joining the United Nations, AlHarthi worked at a London based human rights law firm, which was aligned with her background and interests in political and international law.<sup>47</sup>

# Success Stage

## Stories to Inspire STEM



Watch Here

# Faisal AlMuhaish

Al-Muhaish is a student from Al-Ahsa in the Eastern Province of Saudi Arabia, who from a young age, had a curiosity and interest in the sciences. This interest pushed him to learn as much as he could about the sciences and to always seek opportunities for self-improvement and growth. Starting from the sixth grade, Al-Muhaish was encouraged to participate in academic competitions. In his first ever international competition, Al-Muhaish won a silver medal for his performance in the sciences. Then in 2023, Al-Muhaish achieved first place in the International Science and Engineering Fair "ISEF2023" in the field of chemistry. The winning project focused on: "an electrocatalyst based on a metal-organic framework to produce hydrogen from seawater with high efficiency and low cost." Al-Muhaish continues to pursue his education but notes that any level of success comes with self-investment and patience. Challenges are inevitable, he believes, it takes effort and patience to overcome them and stay motivated to achieve goals.

<sup>48</sup> HCI Conference (2024).



# Hanady Oraif

Oraif is a PreMed student at King Abdulaziz University's College of Medicine and a graduate from the Mawhiba program. Oraif's journey isn't just about academic success – it's about revolutionizing care for those who need it most. Oraif has a passion for medicine and technology. Her groundbreaking work utilizes 3D printing technology to create personalized, chewable tablets that address the challenges faced by seniors struggling with medication intake. This innovation has the potential to significantly improve their quality of life and empower them to manage their health independently.

The journey began during school where she had a passion for learning that was further supported by the resources and opportunities available through the Mawhiba program. Oraif was able to take part in international competitions, namely, the International Science and Engineering Fair "ISEF2023, where her and her teammates secured fourth place in the field of behavioral and social sciences. Because of her exceptional talent, she received a special award from the American Psychological Association.

Oraif's journey exemplifies strength and patience. She faced challenges head-on, for instance coming from a smaller city and needing to travel hours to attend extra-curricular activities. However, she found guidance and support from her mentors at Mawhiba. Now, she stands as a beacon of inspiration for aspiring medical professionals and a symbol of Saudi Arabia's burgeoning scientific talent.<sup>49</sup>

# Success Stage

## Stories to Inspire International Companies



Watch Here

# Aljazzy AlAhmadi

Alahmadi's journey into the world of science and engineering began with foundational experiences that shaped her character and intellectual pursuits. Her early education at a Quran memorization school, supported by her mother, instilled a deep discipline and focus. This was further nurtured when her teacher recognized her potential and nominated her for the Mawhiba program, setting her on a path towards scientific exploration. Despite significant setbacks, such as not winning an international medal at the Chemistry Olympiad, Aljazzi's resilience was notable. She used these challenges as motivation to double her efforts, dedicating her free time to learning and self-improvement. This perseverance paid off spectacularly as she achieved the highest score in the national chemistry exams and excelled in physics and math. Her academic journey continued at MIT, where she pursued a degree in mechanical engineering, preparing her for a significant role at Tesla as a Thermal Controls Engineer.

<sup>50</sup> HCI Conference (2024m).

In addition to her professional achievements, Aljazzi co-founded Nuqsh, a platform dedicated to empowering students by providing educational resources and guidance. This initiative reflects her commitment to giving back to the community and supporting the next generation of engineers and innovators. Aljazzi's story is a testament to the power of resilience, the importance of supportive networks, and the impact of continuous learning, illustrating how personal and academic challenges can lead to significant achievements and personal growth and innovation.<sup>50</sup>

## Success Stage

### Stories to Inspire Equestrian



Watch Here

# Nora AlJabr

Aljabr's transformative journey from a financial management professional at Emirates Islamic Bank to a cultural and sports educator began with her rediscovery of Arabian horses during the COVID-19 pandemic. This renewed passion led her to delve into mounted archery, a sport deeply embedded in Arab culture. Her exploration was not just about personal fulfillment but also about reconnecting with her cultural roots, which she felt compelled to share and revive within her community. The pivotal moment in Nora's cultural journey occurred when she read an old Arabic script about mounted archery and swordsmanship, given to her by her trainer. Realizing that the script was written in Arabic and used traditional Arabic terminology, she recognized the profound cultural roots of these practices.

<sup>51</sup> HCI Conference (2024n).

This discovery sparked a deeper commitment in Nora to preserve and advance these ancient arts. Motivated by this insight, she sought further training abroad and returned to Saudi Arabia to teach and champion these traditional sports, aligning her efforts with the goals of Saudi Arabia's Vision 2030 to foster cultural pride and innovation. Today, Nora is recognized as a leading figure in promoting horse riding sports and the art of swordsmanship. Her initiatives have not only revived interest in these cultural practices but have also empowered women in her community to participate and excel in them. Nora's journey exemplifies how embracing one's heritage can lead to significant personal growth and broad societal impact, inspiring others to explore and cherish their cultural legacy while contributing positively to their communities.<sup>51</sup>

# 05 | Looking Forward

The Human Capability Initiative 2024 shed light on critical issues and solutions impacting human capability development. The Initiative convened global and local actors vested in supporting an equitable and sustainable ecosystem for advancing human capabilities. This sense of shared collaboration between government, educational institutions, and industry stakeholders to identify emerging skills and job needs is only the first step towards unleashing human capability potential and catalyzing global cooperation.<sup>52</sup>

Over the course of the two days, five key recommendations for supporting sustainable human capability development emerged.

These include:

01



Invest in Education and Training.

02



Support Lifelong Learning.

03



Adopt Flexible Labor Market Policies.

04



Strengthen Social Supports.

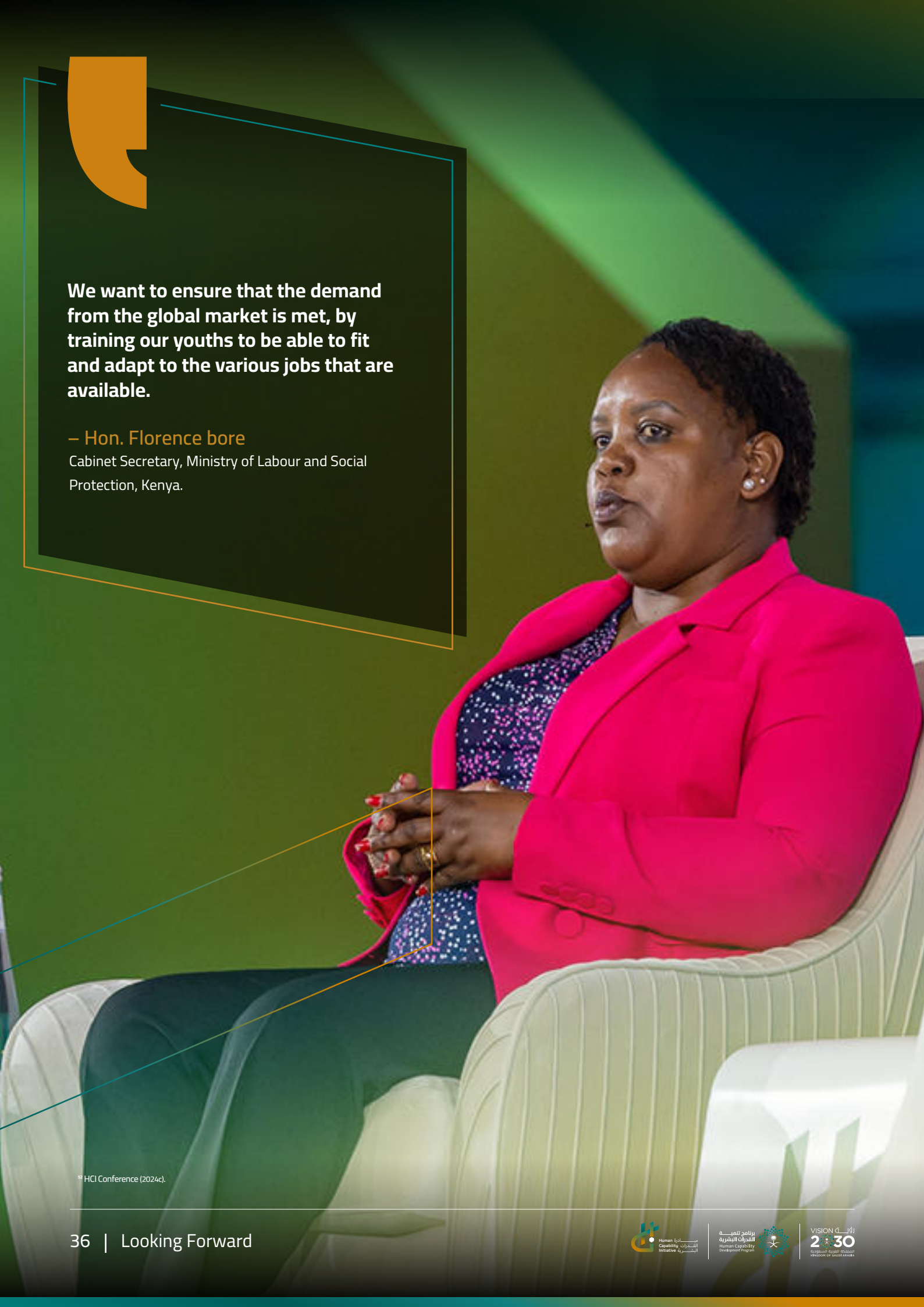
05



Utilize Data Driven Policymaking.

**These recommendations highlight the urgency of aligning skills development with the demands of a dynamic labor market.** Policymakers can enhance workforce resilience, promote economic growth, and foster a more inclusive and equitable society where individuals are empowered to thrive in diverse career pathways by active policies and programs that support human capability. By adopting a proactive approach, policymakers can help bridge the gap between the skills individuals possess and those required by employers, ensuring that the workforce remains adaptable and competitive in a rapidly evolving economy.

<sup>52</sup> HCI Conference (2024c).



**We want to ensure that the demand from the global market is met, by training our youths to be able to fit and adapt to the various jobs that are available.**

**– Hon. Florence bore**

Cabinet Secretary, Ministry of Labour and Social Protection, Kenya.

<sup>14</sup> HCI Conference (2024c).

# Recommendations for Supporting Sustainable Human Capability Development



## 01 Invest in Education and Trainings.

### How

Prioritize investment in education and training services that equip individuals with the technical and soft skills needed for current and emerging industries. Foster partnerships between educational institutions, businesses, and government agencies to ensure alignment between curricula and labor market demands. Focus on teachers and enhance the teaching profession by making it intellectually stimulating and socially impactful.

Train and prepare the workforce for global job opportunities. Foster the development of economy creating output, where individuals possess the innovative capacity to pioneer new sectors and job opportunities.

### Human Capabilities Development Program (HCDP) Initiative

#### HCDP Initiative: Expansion of early childhood education

The Initiative aims to support expanded access to early childhood education services. This will be achieved through the construction of new schools, classrooms, and the expansion of existing learning spaces, across the Kingdom. The Initiative also promotes private sector engagement in the delivery of early childhood education services.

# Recommendations for Supporting Sustainable Human Capability Development



## 02 Support Lifelong Learning.

### How

Implement programs that promote continuous learning and skill development throughout individuals' careers. This includes expanding access to affordable education and training opportunities, incentivizing employers to invest in employee development, and supporting initiatives like apprenticeships and mentorship programs.

Encouraging individuals to embrace continuous skill development, regardless of age, fosters a culture where learning is seen as a lifelong journey, supported by incentives and opportunities for older adults. Flexible education models and revitalized vocational education cater to diverse career paths, while lifelong learning promotes continuous skill development.

### Human Capabilities Development Program (HCDP) Initiative

#### HCDP Initiative: Micro-and-Nano Degrees

The initiative aims to develop accredited short-term university programs in cooperation between the private sector and universities. Short-term university programs are characterized by flexibility and short duration (less than 12 months). The Initiative enables graduates to acquire skills that are compatible with the rapid changes in the labor market.

A general framework and executive rules for the operation of short-term university programs will be developed through the Initiative to support quality assurance, governance, and sustainability. The Initiative will also leverage education technology, (FutureX) Platform, to expand access to micro and nano degrees.

# Recommendations for Supporting Sustainable Human Capability Development



## 03 Adopt Flexible Labor Policies.

### How

Adapt labor regulations to accommodate the changing nature of work, including the rise of gig economy jobs and remote work. This involves creating a regulatory framework that ensures fair working conditions, benefits, and protections for all workers, regardless of employment status. Implement policies to support workers in transitioning industries by offering retraining programs, income support, and job placement assistance. Facilitate the mobility of workers between sectors through targeted initiatives and supportive policies.

### Human Capabilities Development Program (HCDP) Initiative

#### HCDP Initiative: National program for employer incentive and commitment to provide training opportunities

The Initiative support the development of a national Program that will incentivize private sector training of Saudi employees. The development process will include analysis of skills and employer needs for each sector, current policies on private sector engagement on skills, followed by the design of incentive structure, governance, and targets across each defined sector.

# Recommendations for Supporting Sustainable Human Capability Development



## 04 Strengthen Social Supports.

### How

Strengthen social support for people during periods of education, transition, or unemployment. This may include expanding access to scholarships, providing retraining assistance, and offering financial support for displaced workers to pursue education or start their own businesses. Use social supports to provide a buffer against economic shocks and disruptions in the labor market.

### Human Capabilities Development Program (HCDP) Initiative

**HCDP initiative: Develop internal and external scholarship and financial support mechanisms**

This initiative aims to review and enhance the strategy and governance of the internal and external scholarship programs. It will support the development of scholarship plans and appropriate funding mechanisms, it also seeks to review rewards and education fees, and draft policies and legislation that direct the support to national priorities and local and global labor market requirements.

# Recommendations for Supporting Sustainable Human Capability Development



## 05 Utilize Data Driven Policy Making.

### How

Utilize data and research to inform policy decisions and anticipate future labor market trends. This includes investing in labor market research, monitoring key indicators of economic health, and leveraging technology to track workforce dynamics in real-time.

Support an ecosystem for supply and demand alignment that utilizes evidence-based foresight practices. By leveraging data analysis, industry insights, and forecasting techniques, policymakers can identify which skills will be in high demand in the future and tailor educational curricula and workforce development initiatives accordingly.

### Human Capabilities Development Program (HCDP) Initiative

#### HCDP initiatives: Labor Market Supply and Demand Foresight Unit

A National Unit mandated with foresight and forecasting of labor market supply and demand and identifying future specializations and skills required for the labor market. The Unit will act as a trusted source for all government agencies in identifying future labor market needs to prepare and equip national cadres necessary to meet market changes. The Initiative will build a system for disseminating the necessary reports to relevant stakeholders to ensure better supply and demand labor market alignment.

The paradigm of 'education, work, retire' is an old one. We're going to be working during that mid-stage for a long time given the gift of longevity.

– Diane Ty

Managing Director, Milken Institute Center for the Future of Aging, United States.



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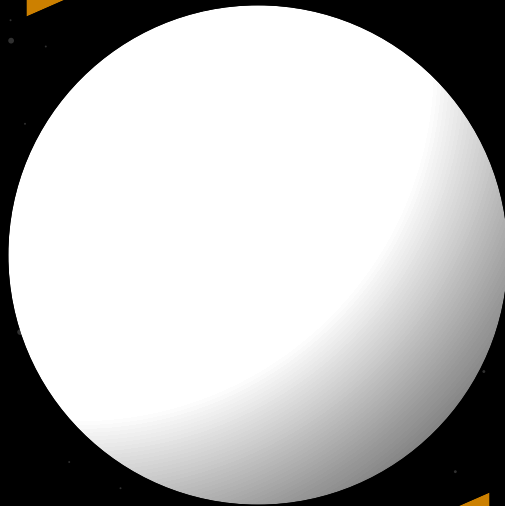
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