

Agents, robots, and us: How AI reshapes work and skills in Latam

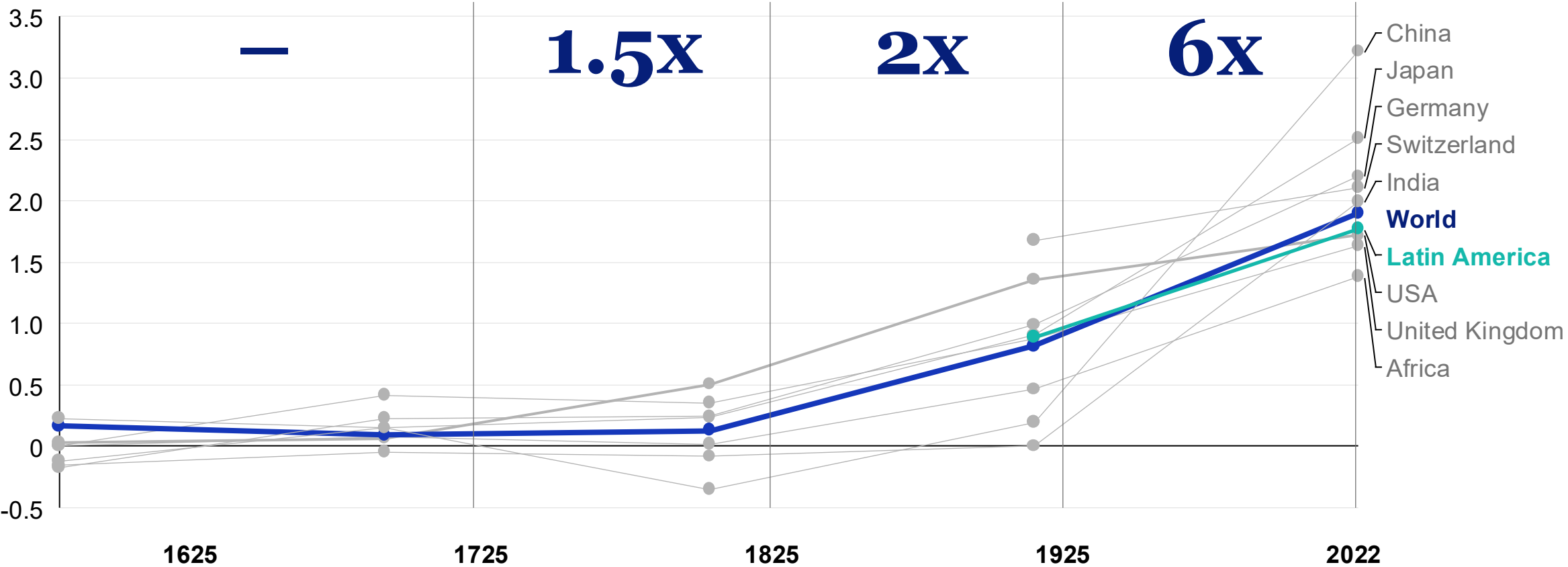
CAMSCAT Summit Latam

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The past century has brought unprecedented growth

Income per person growth over prior century, percent CAGR

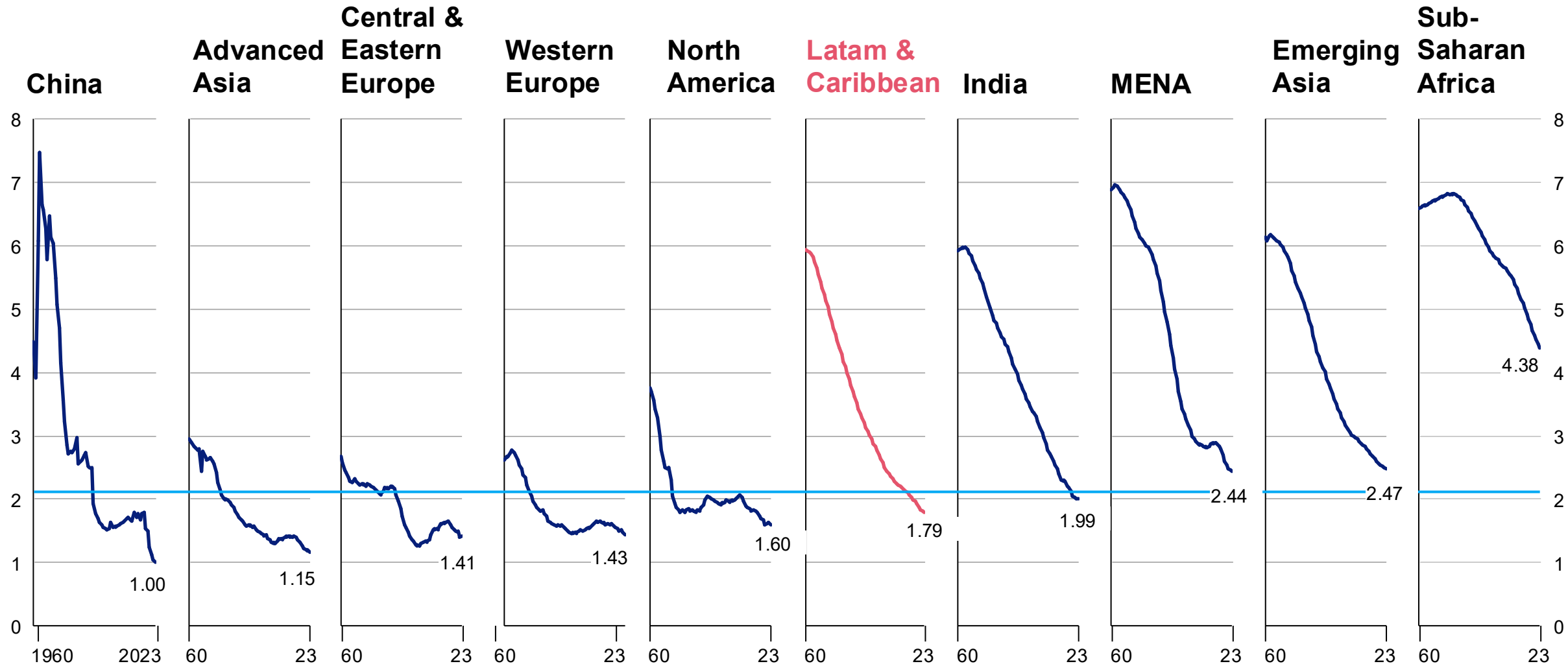


All figures in 2011 PPP dollars. No data available for India, Japan, and the United States between 1525 and 1625

Source: Maddison Project 2010 and 2023 datasets; McKinsey Global Institute analysis

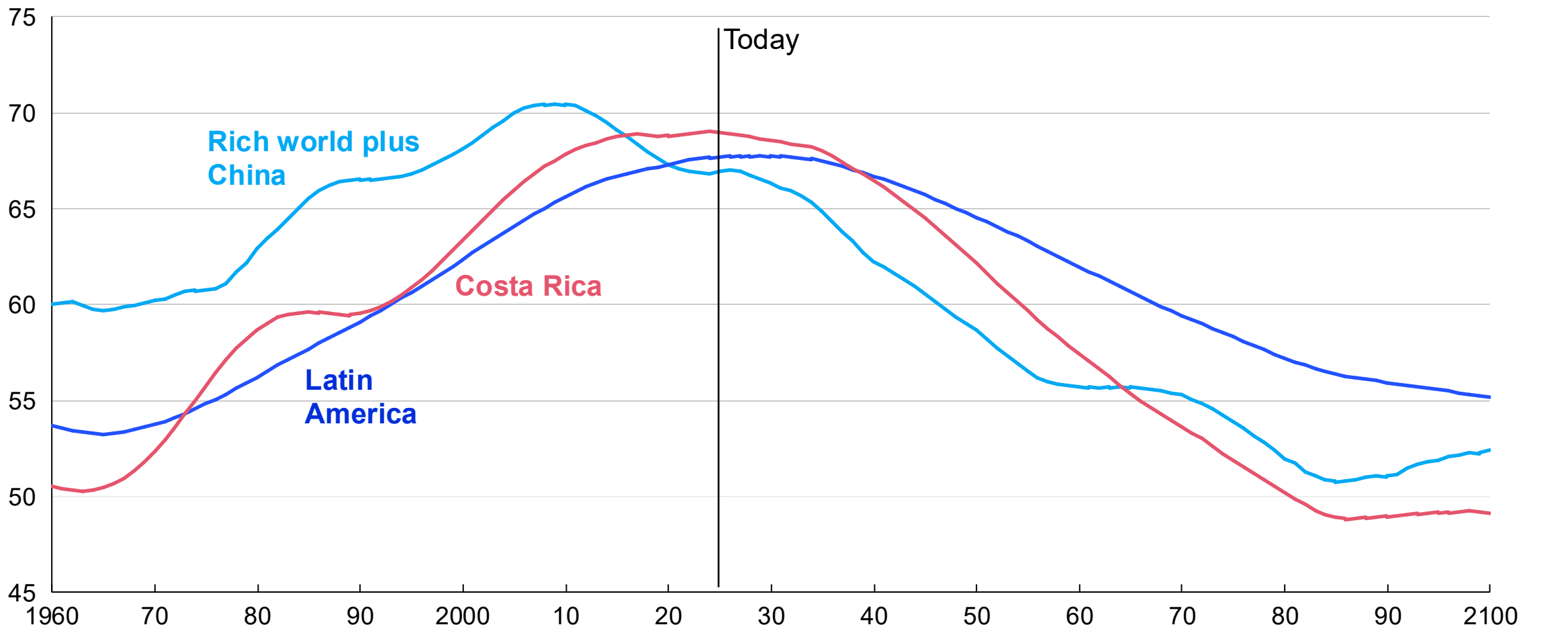
The one thing everyone has in common

Total fertility rate (live births per woman)



The demographic accelerator is about to be a brake

% of population that is working age



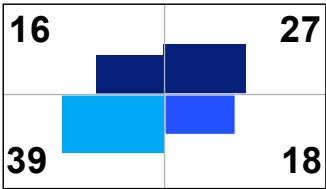
Source: 2024 UN World Population Prospects, ILOSTAT, Conference Board, McKinsey Global Institute analysis

How will we square the circle?

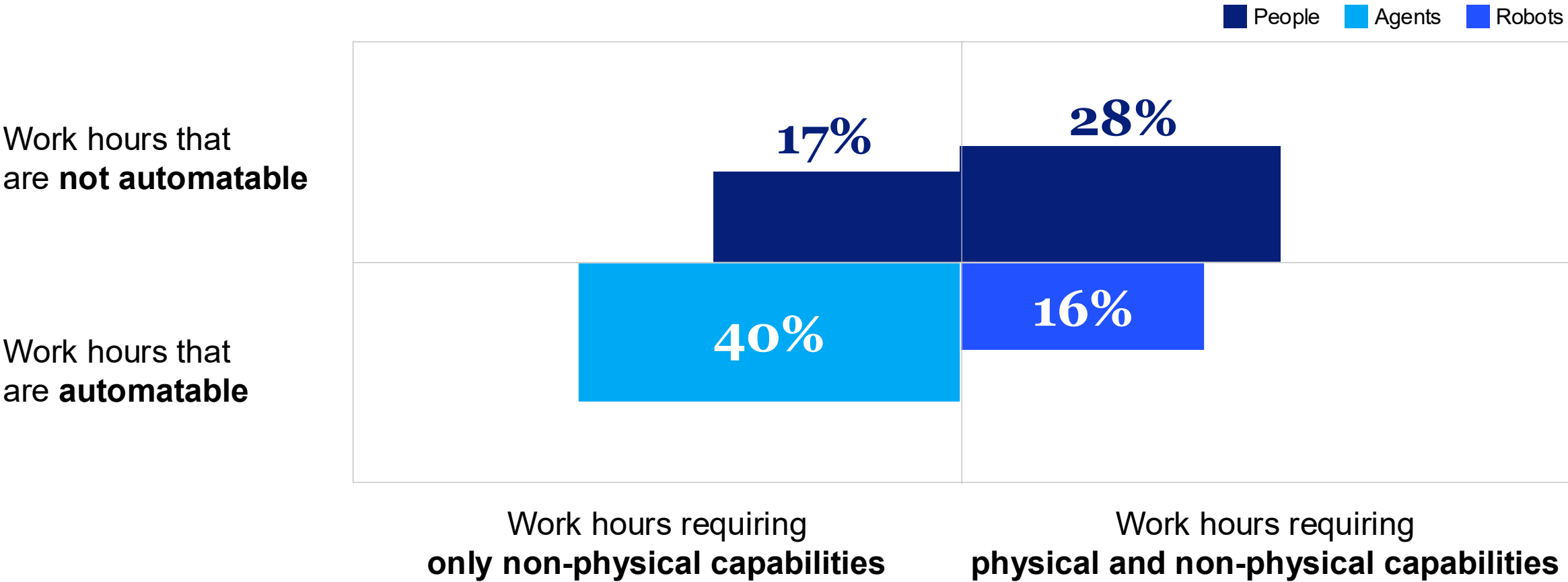
- Work harder and longer?
- Raise birth rates?
- More migration?
- **Accelerate productivity**

Most work hours are technically automatable, with a larger share within non-physical work

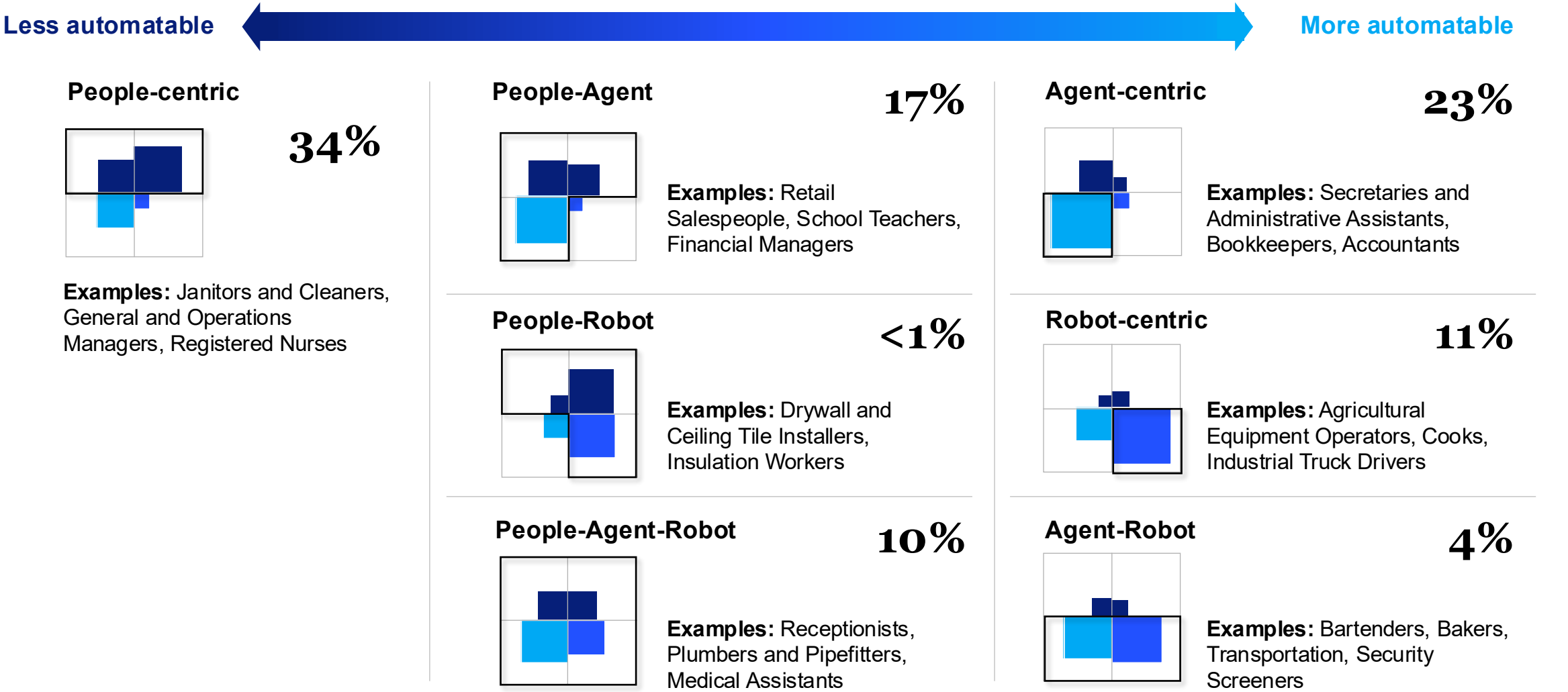
Share of Latam hours (%):



Share of 2025 work hours in Costa Rica based on technical automation potential



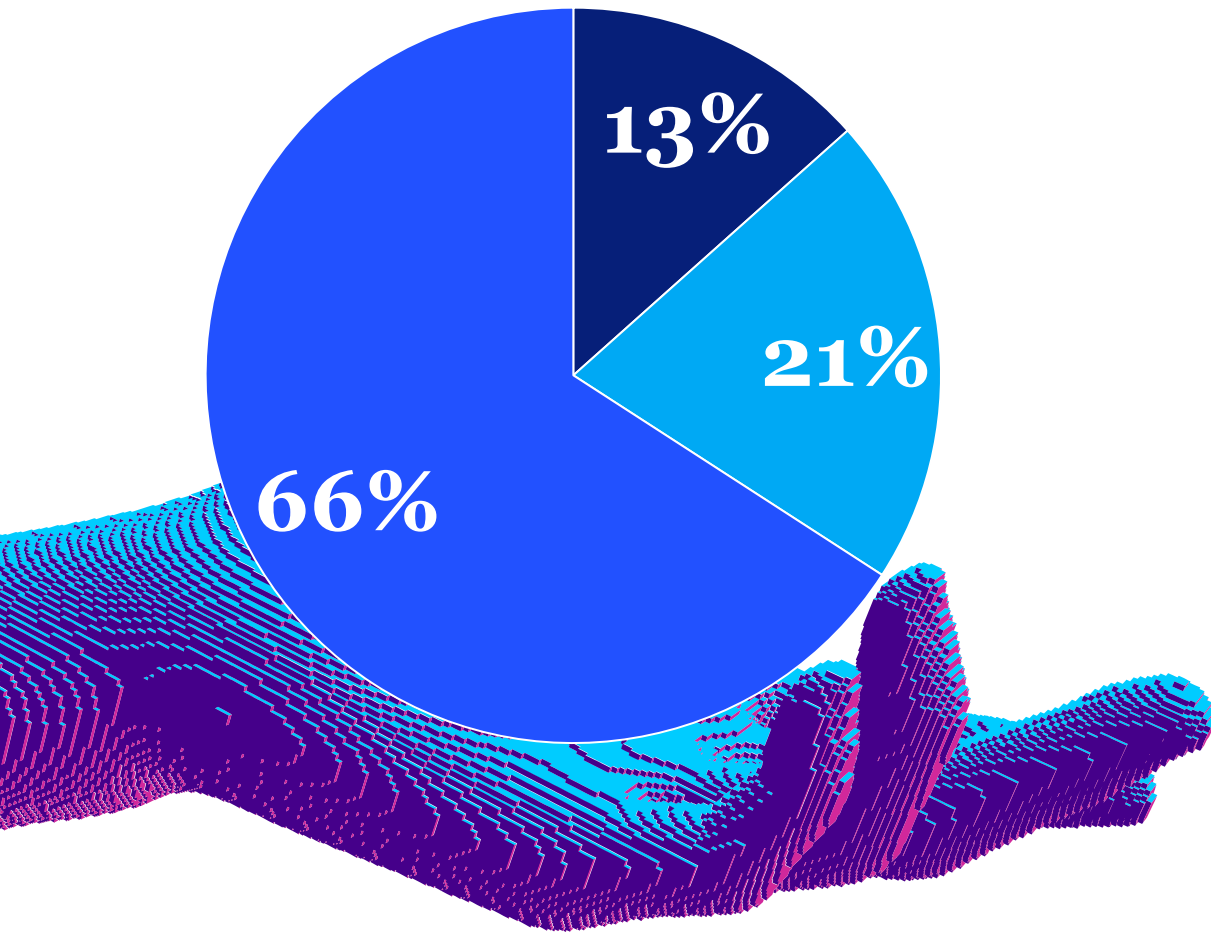
The mix of people, agents, and robots in Costa Rica varies across seven archetypes of occupations



Source: McKinsey Global Institute analysis; US Bureau of Labor Statistics; INE-ENEIC, Guatemala (2025)

Most of the skills demanded by Latin American employers will be used in collaboration with machines

~7,000 skills by technical automation potential of associated activities



People-led skills, Mostly used in non-automatable activities

Examples: Stakeholder management, team motivation, providing constructive feedback, organizational change management, caregiving

AI-led skills, Mostly used in automatable activities

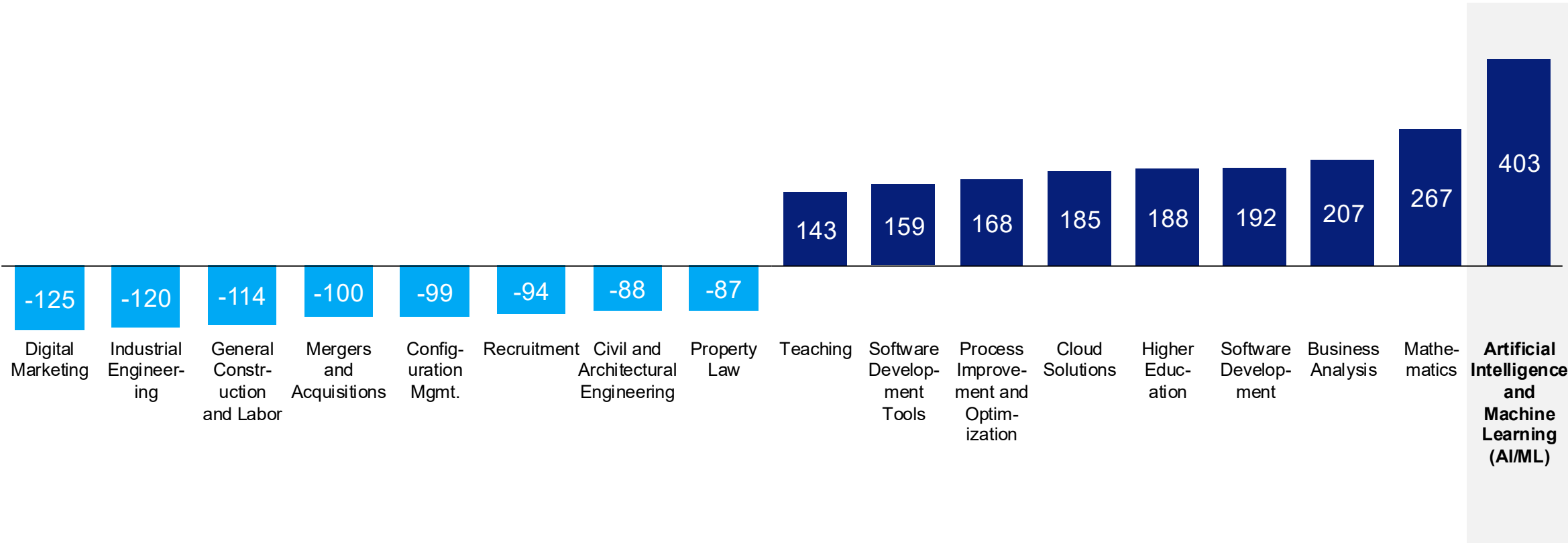
Examples: Bookkeeping, root cause analysis, data entry, proofreading, compliance reporting, metalurgical engineering, international trade

Shared skills, Used in both automatable and non-automatable activities

Examples: Teamwork, effective communication, safety standards, problem solving, quality assurance, crop management

Latin American employers are already demanding more AI-related skills

Change in number of occupations requiring each skill subcategory¹, Q4 2023-25

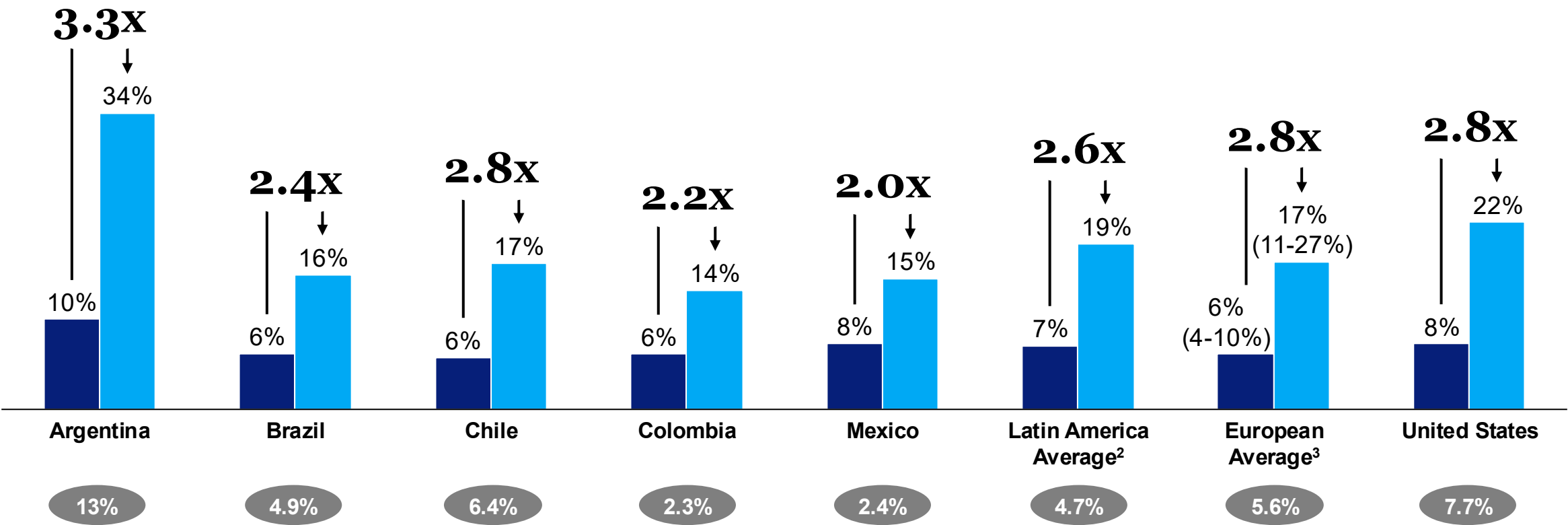


1. At least one skill associated with the subcategory is listed in 5%+ of job postings for a given occupation. Only includes occupations with 21 or more job postings

The share of occupations requiring AI-related skills nearly tripled in the last 2 years, reaching about 1 in 5

■ Q4 2023 ■ Q4 2025 (XX%) Share of employment in occupations requiring AI/ML skills in Q4 2025

Proportion of occupations requiring AI-related skills in Q4 2023 versus Q4 2025¹



1. Only occupations with 30 or more postings in the case of Europe and 21 for Latam, for statistical significance. Occupations are considered to require AI/ML skills when at least 5% of the postings mention them
2. Simple average taken across individual nations' proportions. Latin America considers Argentina, Brazil, Chile, Colombia and Mexico
3. Europe includes Czech Republic, Denmark, France, Germany, Italy, Netherlands, Poland, Spain, Sweden, and the United Kingdom

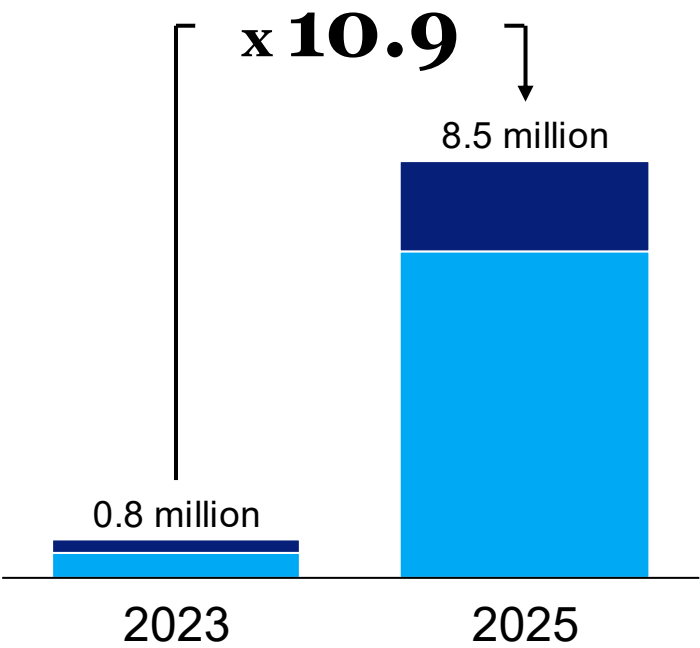
Source: Lightcast, International Labour Organization, National statistical offices, McKinsey Global Institute analysis

Demand for AI fluency and technical AI skills has dramatically risen, affecting roles beyond STEM

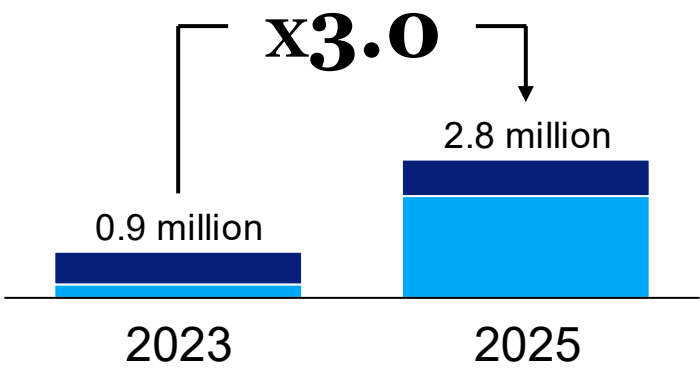
Employees in jobs demanding AI-related skills

■ STEM roles ■ Non-STEM roles

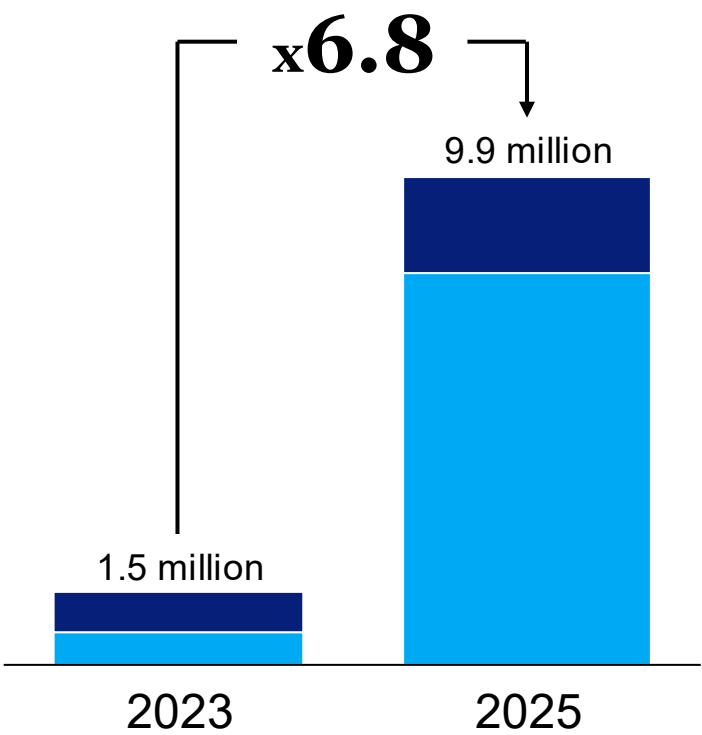
AI fluency skills, calling for people to *use* or *manage* AI



Technical AI skills, calling for people to *develop* or *govern* AI



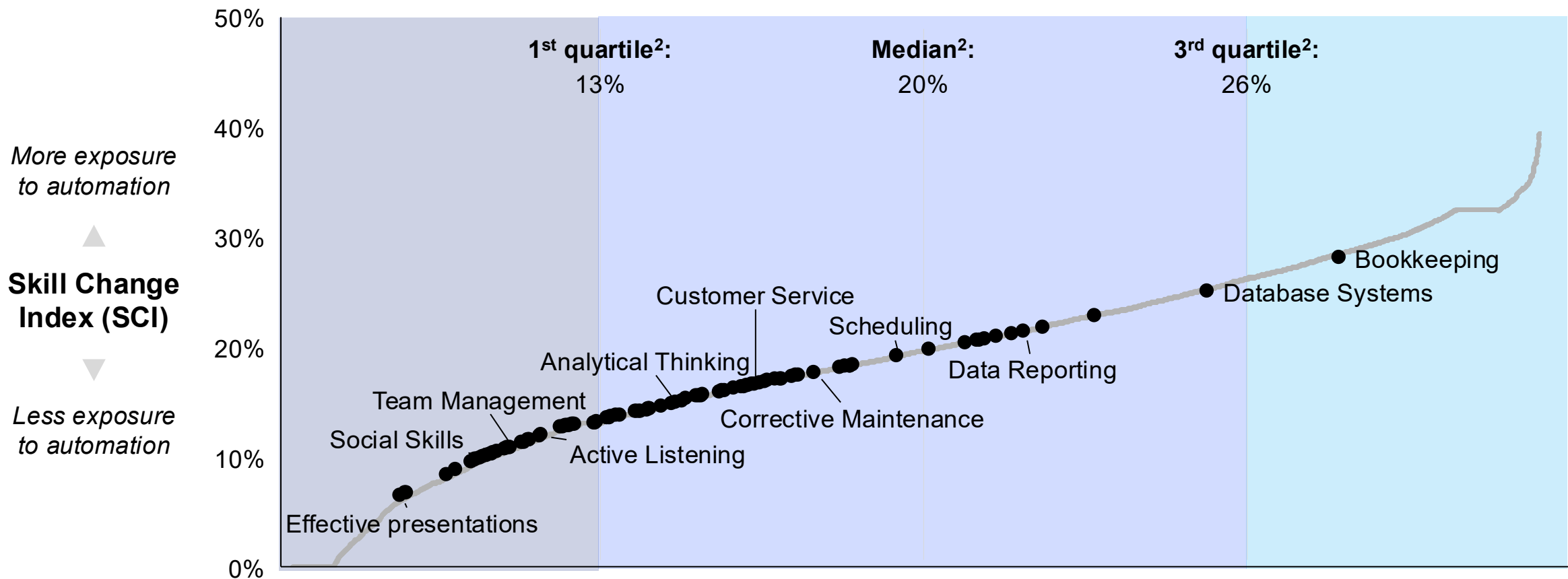
All AI-related skills²



By 2030, some skills will be more exposed to automation than others

● Top 100 skills³ — All skills in Latam workforce
xx = Sample top skills

Skill Change Index (SCI) distribution across ~7,000 skills in Latin America



How we reimagine work and reskill people will be critical



Some roles will shrink and others will grow

Reskill people to redeploy into adjacent roles



Some roles will be fundamentally reshaped

Upskill people to empower them to collaborate with AI



Net new roles will emerge

Prepare people to take on new roles building, governing, managing AI

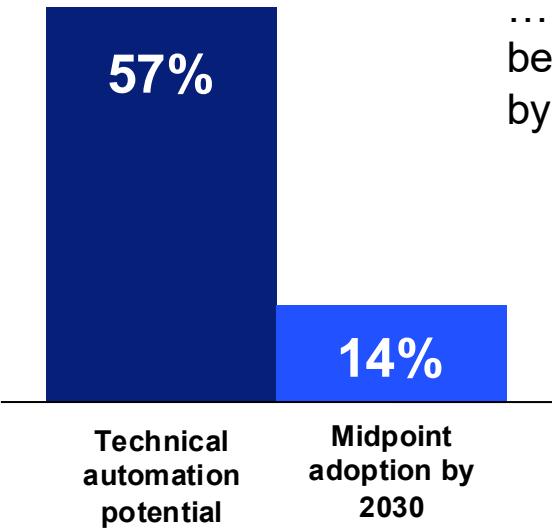
Investing in people is more important as **we redesign the workforce** around the partnership between **People + Agent + Robots**

By 2030, AI and automation could unlock more than \$450 billion of economic value in Latin America

Value of workhours that could be automated and therefore freed up for other activities²

Latin America automation potential

While 57% of current work hours in Latin America are theoretically automatable with current technology...

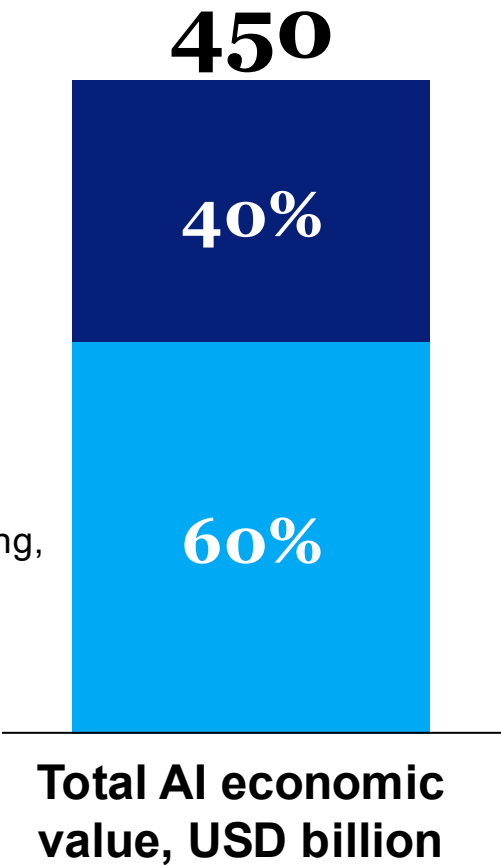


...14% might be automated by 2030¹



Generative AI
(including agentic)

Advanced analytics,
traditional machine learning,
and deep learning



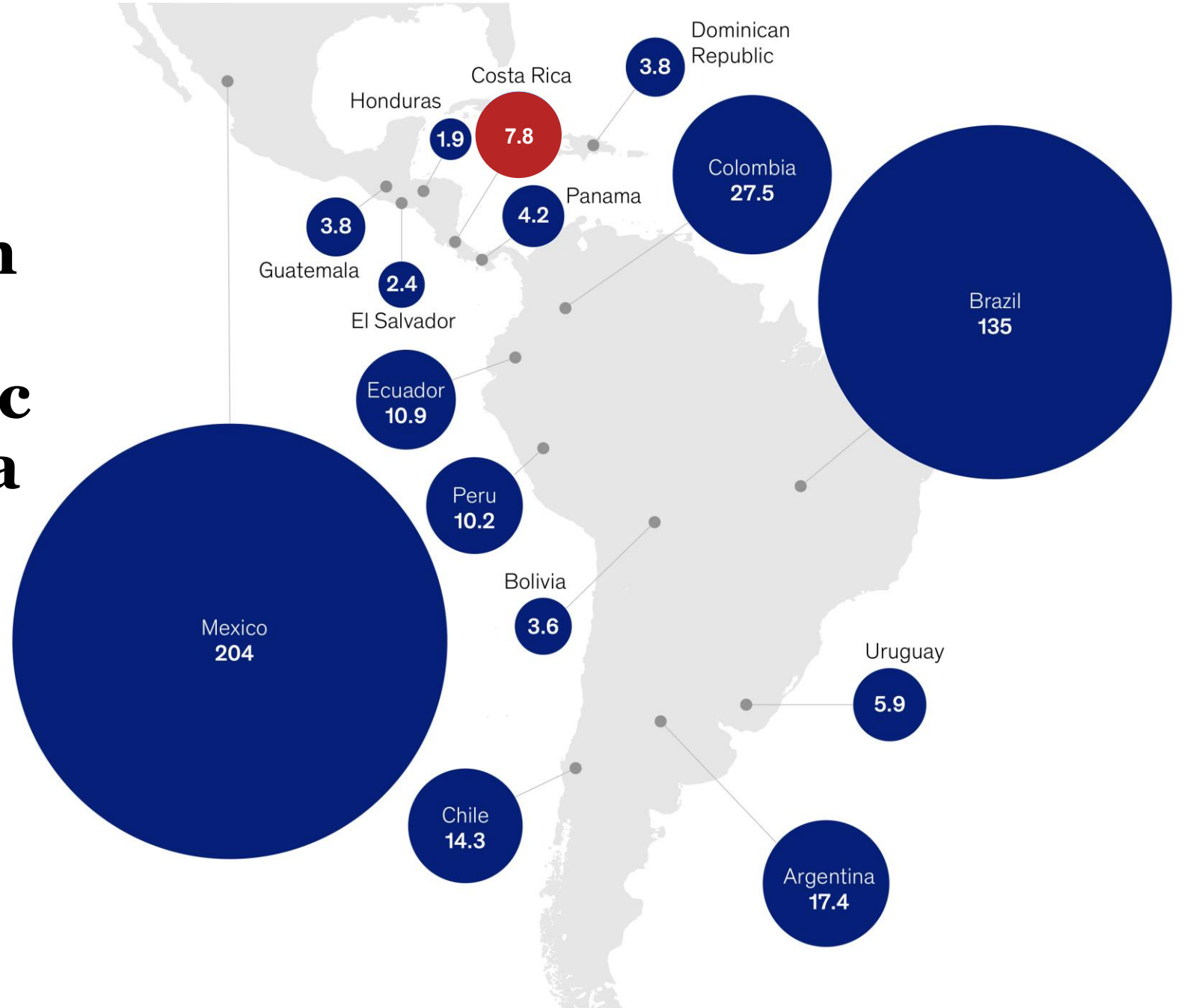
1. We use the midpoint scenario as the average of early & late scenarios of adoption. Automation adoption is calculated based on the technical & economic feasibility of implementing AI/automation solutions, factoring Latin America wage data

2. These estimates describe potential benefits at the organizational level rather than direct increases in GDP

Note: We calculate the economic value of AI by multiplying employment, salaries and wages & estimated automation adoption in the midpoint scenario of 2030 for each occupation. Occupation-level employment & wages are based on 2024/2025 data, according to country availability. Countries included are Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Honduras, Mexico, Panama, Peru, El Salvador, and Uruguay

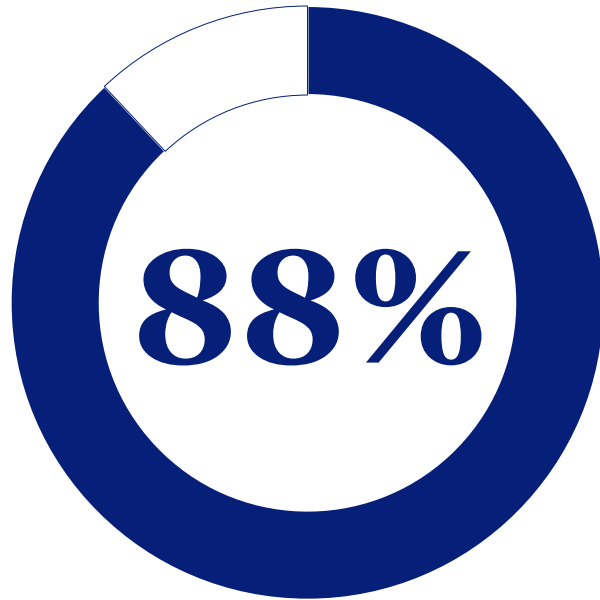
Source: O*NET; National Labor Statistics; ILO; McKinsey Global Institute analysis

AI and automation could unlock ~\$8 billion of economic value in Costa Rica



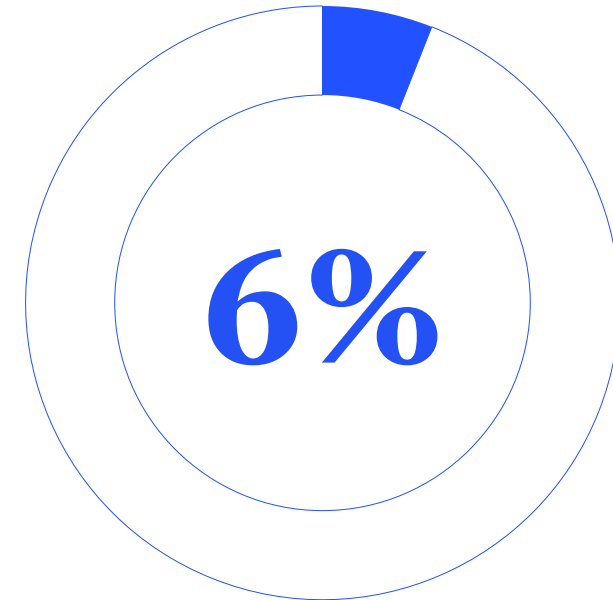
1. Sized by multiplying the occupation-level automation adoption (in the midpoint scenario of 2030) by number of FTEs and annual wage in 2024
Source: National statistical offices; O*NET; McKinsey Global Institute analysis

The “AI Value Paradox”



of companies **have deployed AI** in some form in at least one business function¹

← **and** →

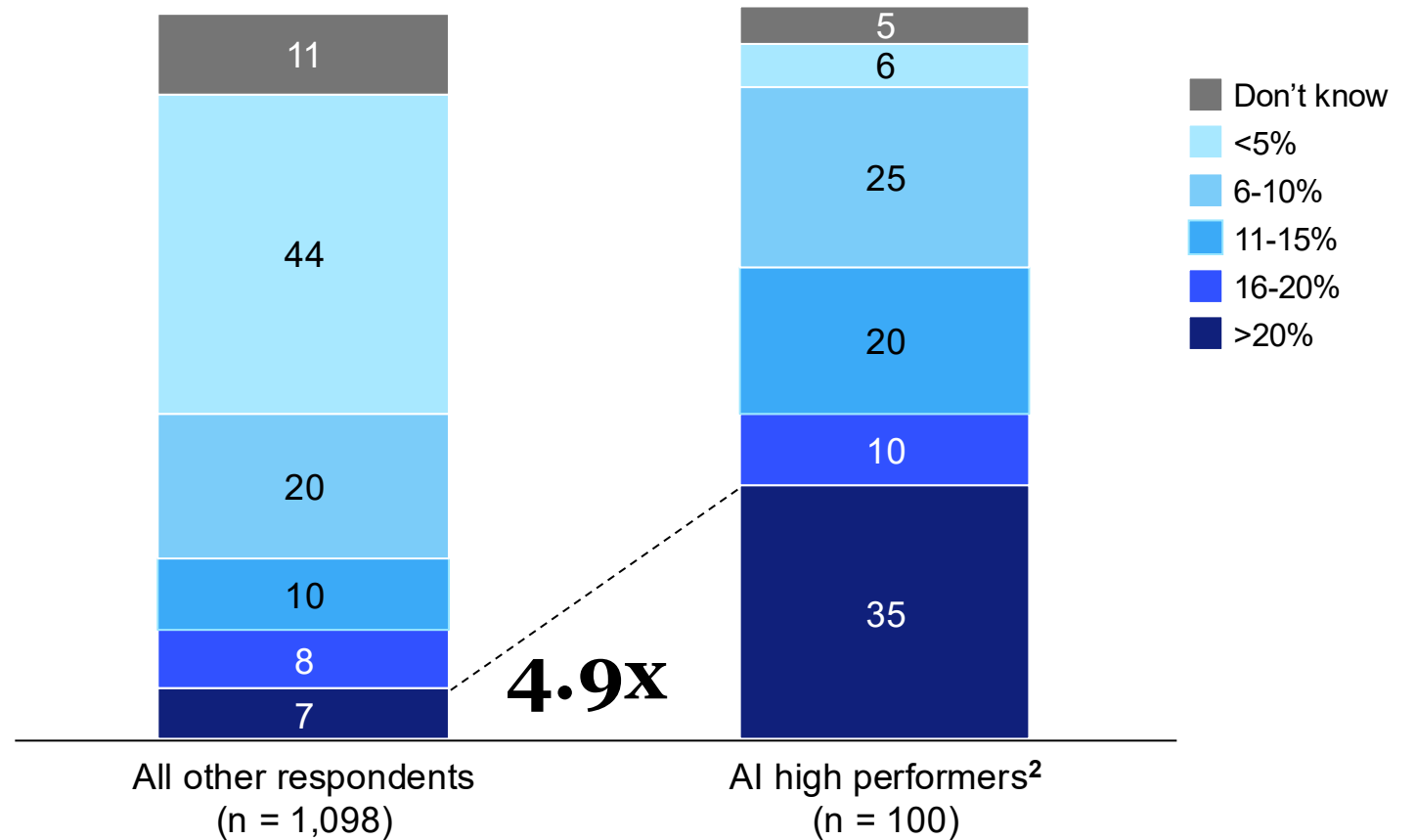


of companies report **material contribution to EBIT** from AI deployments¹

1. “The state of AI in 2025: Agents, innovation, and transformation,” McKinsey, November 2025

One-third of high performers spend more than 20 percent of their digital budgets on AI.

Share of organization's digital budget spent on AI,¹
% of respondents

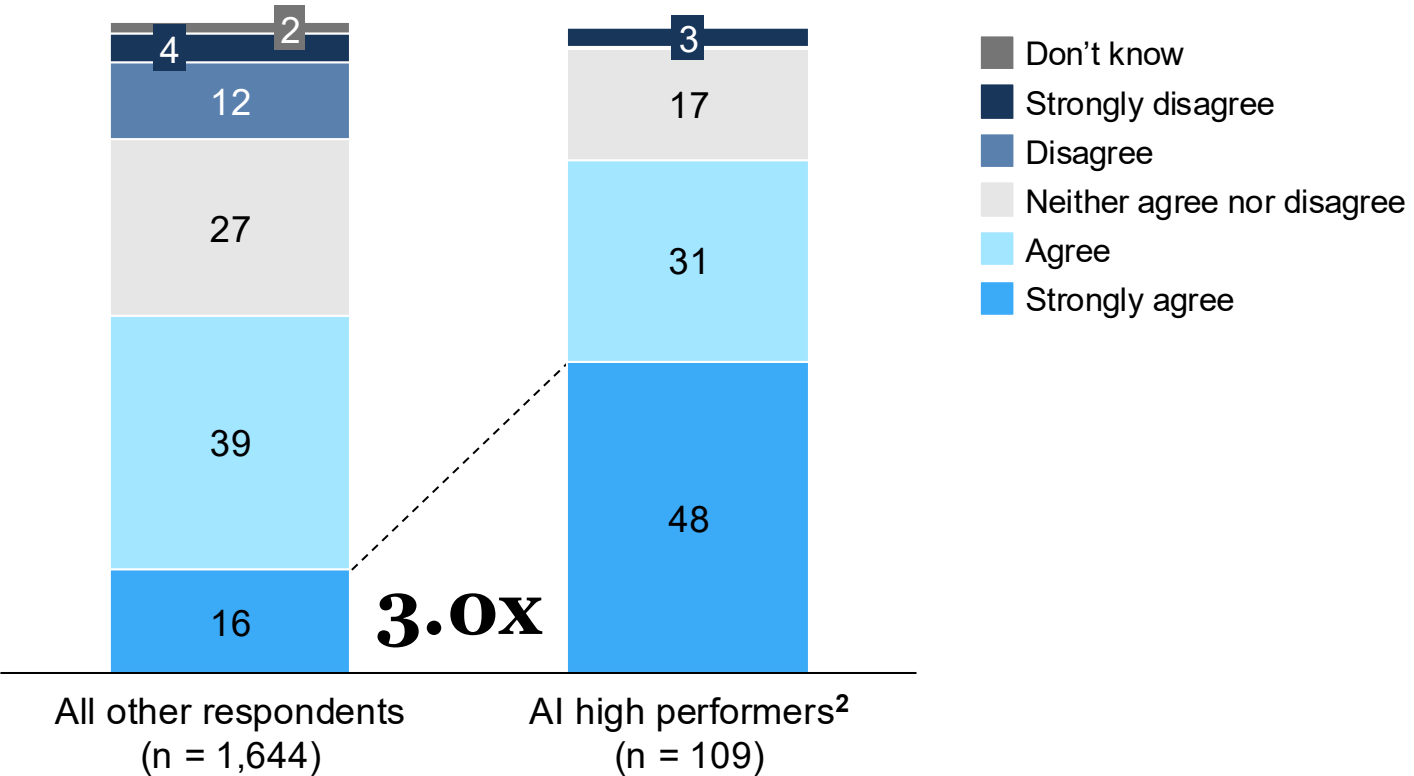


1. Question: "What share of your organization's total enterprise-wide budget for digital technologies is spent on AI-related technologies?" Only asked of respondents whose organizations have adopted AI in at least 1 function and who reported knowledge of their organization's operating budget.

2. AI high performers are defined based on qualitative and quantitative factors: respondents who both reported >5% of EBIT and "significant value" as a result of AI. For AI high performers, n = 100; for all others, n = 1,098.

High performers report that senior leaders demonstrate strong ownership and commitment to AI initiatives

Extent of agreement that senior leaders at respondents' organization demonstrate ownership of and commitment to its AI initiatives,¹
% of respondents



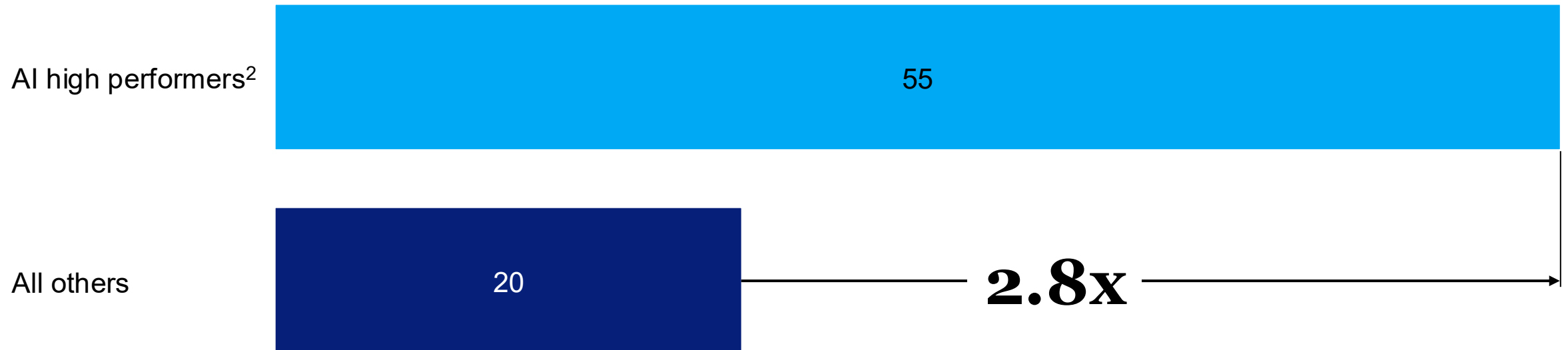
Note: Figures may not sum to 100%, due to rounding.

1. Question: "To what extent do you agree or disagree with the following statement? Senior leaders in our organization demonstrate true ownership of and commitment to its AI initiatives (eg, championing them across the organization over time, role modeling, providing continued funding and engagement in regular budget re-prioritization)." Asked only of respondents who said their organizations have adopted AI in at least 1 business function

2. AI high performers are respondents who say their organizations are seeing more than 5% of EBIT from their AI use and are seeing "significant value" as a result of AI. For AI high performers, n = 109; for all others, n = 1,643..

High performers are nearly 3X as likely as others are to fundamentally redesign their workflows after deploying AI

Respondents who report fundamental redesign of organization's workflows after deploying AI,¹
% of respondents



1. Question was asked only of respondents whose organizations have adopted generative AI in at least 1 function.

2. AI high performers are respondents who say their organizations are seeing more than 5% of EBIT from their AI use and report seeing "significant value" as a result of AI. For AI high performers, n = 109; for all others, n = 1,643.

The right mindsets are essential – how can we instill them?

- 1** Are you reimagining your business for future value?

- 2** Are you leading AI as a core business transformation?

- 3** Are you building a culture of experimentation and learning?

- 4** Are you building trust and ensuring safety?

- 5** Are you preparing your managers to lead teams of people, agents, and robots?

- 6** Are you preparing your workers for new skills and roles?

