

IACAC Costa Rica. October 2026

Helping Students Choose When Careers Keep Changing

What students need to learn, build and develop before entering a rapidly changing labor market

Global signals and the specific transition in America

Speakers

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REGIONAL INSTITUTE
The Americas 2026

Agenda

- 01 About the speakers
- 02 Tech: It's all about GROWTH
- 03 Trends & figures
- 04 How should we react?
- 05 The school-counsellor's perspective



REGIONAL INSTITUTE
The Americas 2026

CUNEF Universidad connects rigor with real-world practice



MADRID-BASED · SPECIALIZED · INTERNATIONAL

50+ years
in higher education

15,000+
alumni worldwide

5,500
students in 2026–27

98%
student employment rate

350
full-time faculty

160
international agreements

AACSB accredited · Business, economics, law, engineering, mathematics, data & AI, and PPE

A model built around academic rigor, professional practice and an international outlook.

INSTITUTIONAL BACKGROUND

San Silvestre School – Lima, Peru



San Silvestre School



- **Empowering girls through academic excellence since 1938**
- **Fully bilingual curriculum**
- **IGCSE & IB Diploma Programme**
- **100% university admission rate after graduation**



A PRECEDENT FOR DEFINING THE FUTURE

The Millennium Prize Problems

On 24 May 2000, the Clay Mathematics Institute named seven problems that could shape mathematics in the new millennium.

PARIS · COLLÈGE DE FRANCE

2000

\$7 million prize fund

\$1 million allocated to each problem

1 solved

Poincaré Conjecture

6 remain

open

01	Birch and Swinnerton-Dyer Conjecture	OPEN	05	Poincaré Conjecture	SOLVED
02	Hodge Conjecture	OPEN	06	Riemann Hypothesis	OPEN
03	Navier–Stokes Equation	OPEN	07	Yang–Mills and the Mass Gap	OPEN
04	P versus NP	OPEN			

We have to prepare students for important questions whose solutions, tools and careers may not yet exist.

Source: Clay Mathematics Institute. The prizes were announced in Paris on 24 May 2000.





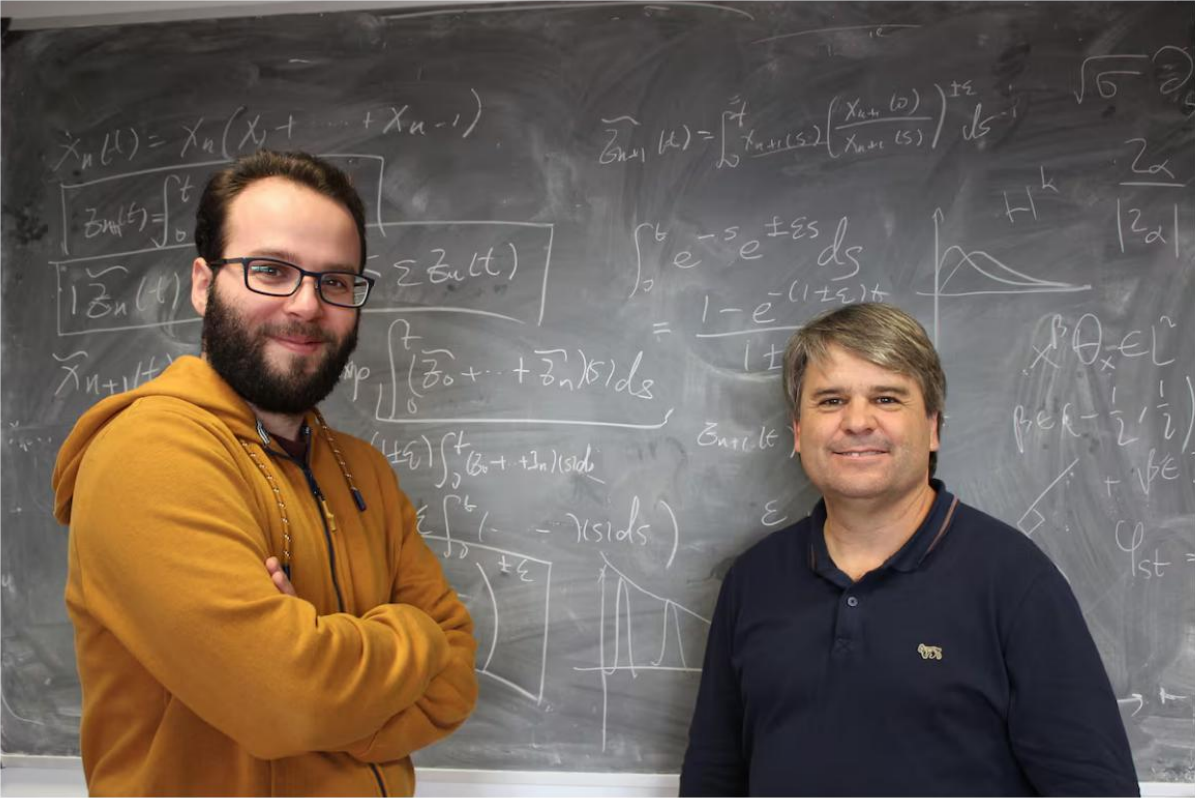
50

Science

OPENAI >

A year of work by two Spanish mathematicians versus 88 hours and €15 million by OpenAI: ‘Without our idea, AI wouldn’t have solved it’

Diego Córdoba and Luis Martínez-Zoroa’s research is the foundation of the announcement that artificial intelligence has solved one of the greatest enigmas in history. Both believe the achievement will radically change the discipline



Spanish mathematicians Luis Martínez-Zoroa (CUNEF) and Diego Córdoba (ICMAT). LAURA M. IRAOLA/ICMAT



Technology disruption is not a chapter.

It is the *context* students will enter.

Products

become platforms

Transactions

become data

Jobs

become judgment + AI collaboration



One customer need, two different labor systems

Hospitality remains. The operating system changes.



BRANDED HOSPITALITY SYSTEM



DIGITAL MARKETPLACE





Scale

9,361 properties and 1.7 million rooms in 144 countries at year-end 2024

220+ countries, 5.000.000 hosts in 100,000+ cities/towns

Employees

155,000 Marriott + 263,000 associates

7,300 employees + 11,000 third-party community-support workers

Revenue

\$25.1B consolidated revenue in 2024

\$11.1B revenue in 2024, +12% vs 2023

Jobs demanded

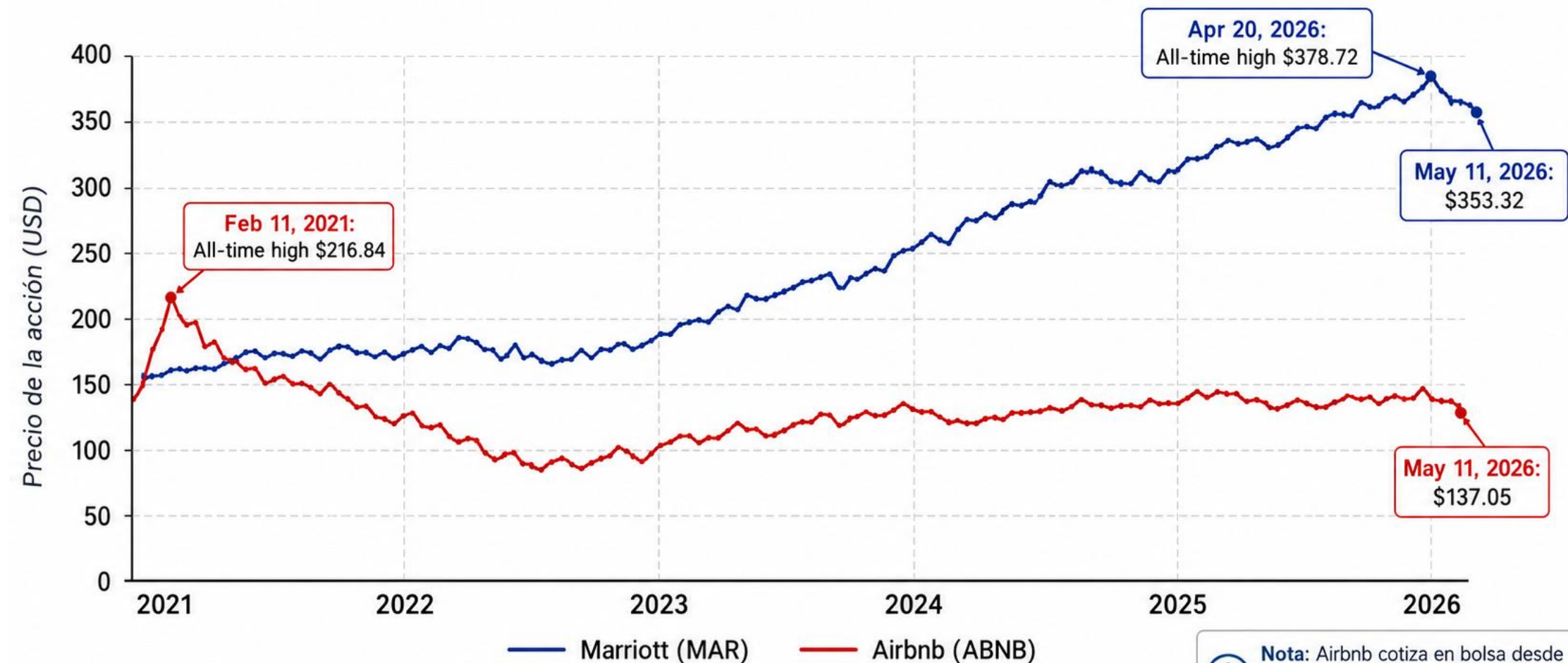
Hotel operations: culinary, housekeeping, engineering, front desk, HR, food & beverage, managers

Tech/business roles: engineering, legal, finance, account management, business development



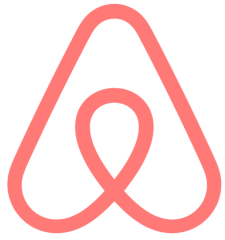
Evolución de la cotización: Marriott vs Airbnb

Comparativa del precio de la acción (USD) — Airbnb desde su salida a bolsa



Fuentes: datos de mercado públicos; cotizaciones recientes verificadas para MAR y ABNB.



	 MARRIOTT	 airbnb
Market Valuation	~US\$85.7B	~US\$83.7B
2025 Revenue	~US\$26.2B	~US\$12.2B
2025 Net Income	~US\$2.6B	~US\$2.5B

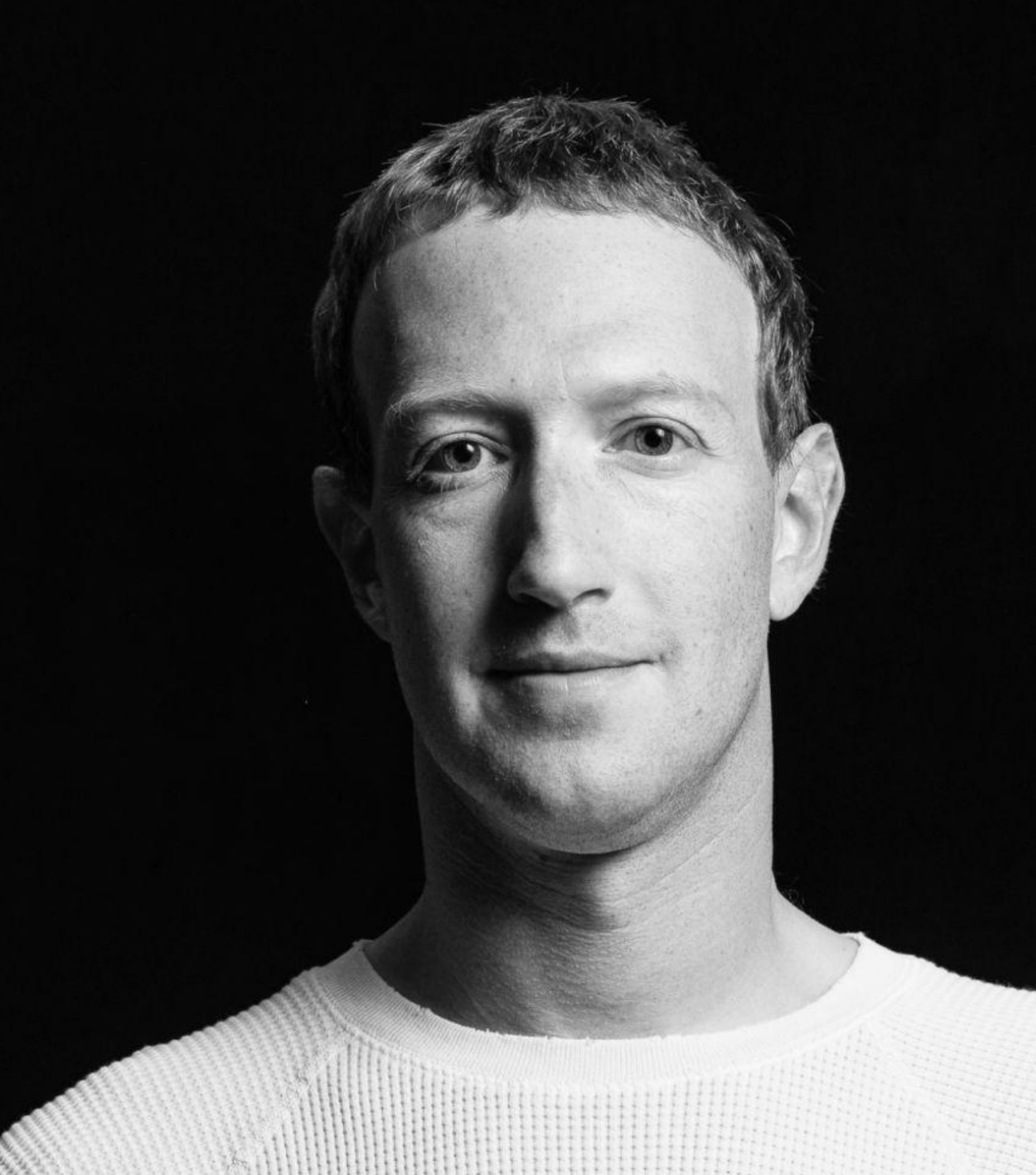


How to grow x666 times

Ray-Ban

in less than 45 years









A familiar product is becoming an AI interface

PRODUCT Eyewear becomes camera, audio, AI assistant and live translation.

VALUE A physical object becomes a software-enabled experience and ecosystem.

WORK Optics and retail now connect with embedded systems, AI, privacy and experience design.



The product did not disappear. The disciplines—and jobs—around it multiplied.

Sources: Meta, 2025–2026; product assets from CUNEF_GCW_Sesimbra.pptx.





1.981

18.000

-

1.985

~1.500.000

-

2.025

~5.000.000

~7.000.000



AI will not simply remove jobs. It will raise the starting line.

The common signal across major forecasts



Sources: WEF Future of Jobs 2025; McKinsey Global Institute 2026. Europe figures are scenarios, not forecasts for Latin America.

SECTION 01

Global Outlook

Signals shared across economies: job churn, faster skill change and human–AI collaboration.



Five forces will reshape opportunity—AI is only one of them

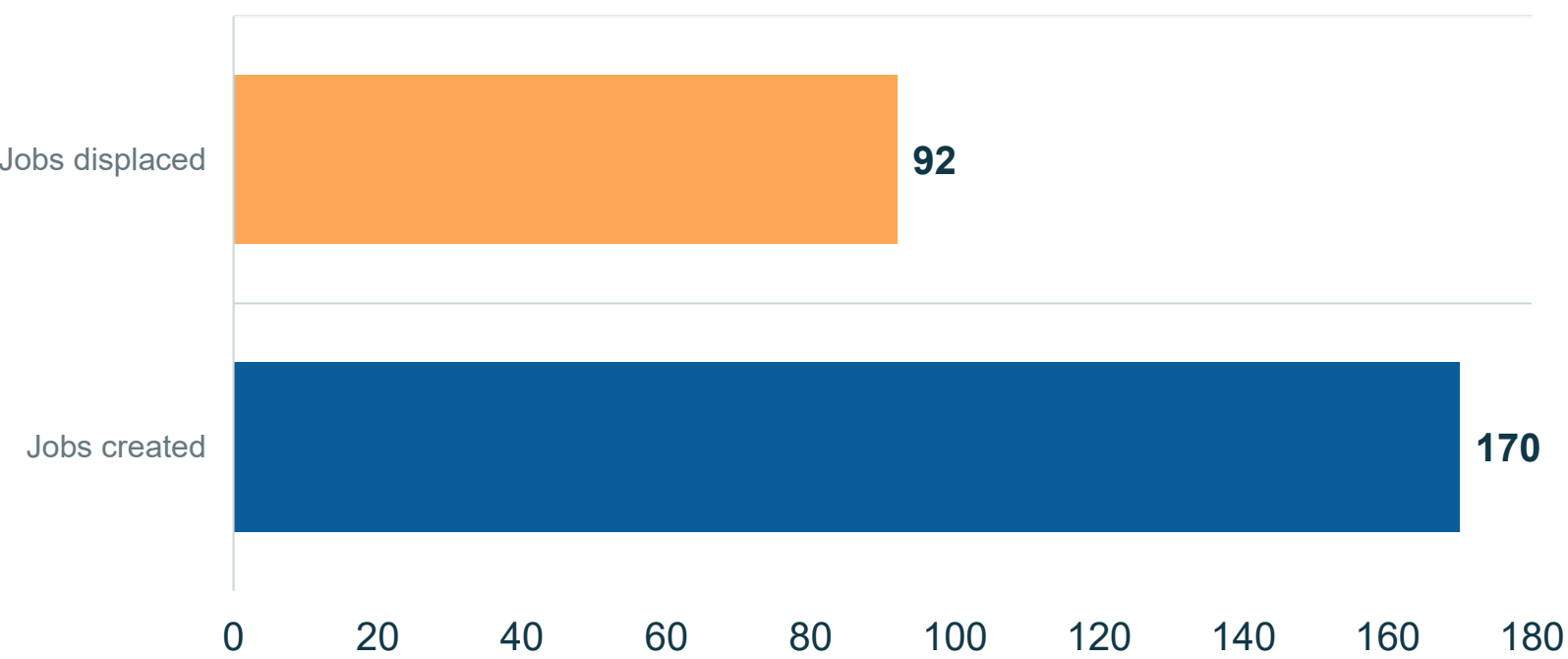
01	Technology	AI, data, automation, cybersecurity and broader digital access
02	Green transition	Energy systems, climate mitigation, adaptation and environmental stewardship
03	Demographics	Aging populations, care demand and expanding youth cohorts
04	Geoeconomics	Trade fragmentation, nearshoring and supply-chain resilience
05	Economic pressure	Cost of living, productivity expectations and slower growth

Global employer expectations. Source: World Economic Forum, Future of Jobs Report 2025.



Net job growth will coexist with intense role churn

Projected global job churn, 2025–2030 (millions)



+78 million net employment gain

Fast-growing clusters

- AI, big data, software and fintech
- Cybersecurity and digital infrastructure
- Care, health and education
- Renewable energy and environmental engineering

Declining: clerical, data-entry and routine transaction roles

Source: World Economic Forum, Future of Jobs Report 2025. Estimates extrapolate employer expectations.



Employability signals are shifting from credentials to evidence

66% faster

skill change in the most AI-exposed occupations

56% premium

average wage premium in job ads requiring AI skills

–9 pts

degree requirements in automatable roles, 2019–2024

What students should be able to show

- A project that solves a real problem
- A portfolio with process—not just polished output
- An AI-enabled workflow with documented verification
- A team, client or community experience
- A clear explanation of ethical choices and lessons learned

These are global job-ad patterns; they do not prove that AI skills alone cause higher pay.

Source: PwC, 2025 Global AI Jobs Barometer. Analysis covers close to one billion job ads across six continents.



SECTION 02

North America

The United States and Canada show rapid AI diffusion, strong demand for AI fluency and early evidence of workflow redesign.



US automation is weighted toward digital agents

57%

of current US work hours are technically automatable

Technical feasibility, not a forecast of adoption or job losses

The US mix has more potential for agents and less for robots than Latin America.



35%

of work hours require physical and cognitive capabilities

Robotics adoption faces dexterity, safety and cost constraints

1 in 3

US jobs sit in people-centric occupations

Healthcare and maintenance are prominent examples

United States model based on 2024 work hours. Source: McKinsey Global Institute, 2025.



The US skills market is already responding to AI

7×

growth in demand for AI fluency in two years

Faster than any other skill in US job postings

8m

workers in occupations where postings request AI skills

Demand extends beyond technical job families

>70%

of skills appear in both automatable and non-automatable work

Most skills persist, but their application changes

\$2.9tn

potential annual economic value by 2030

McKinsey midpoint adoption scenario

56%

wage premium associated with advanced AI skills

PwC analysis of US job postings

55%

greater change in requested skills in AI-exposed professions

Compared with less-exposed US professions

Sources: McKinsey Global Institute, 2025; PwC US AI Jobs Barometer, 2025. Wage findings are associations, not proof of causality.



AI use is rising quickly across Canadian workplaces

22%

of Canadian workers used generative AI at work

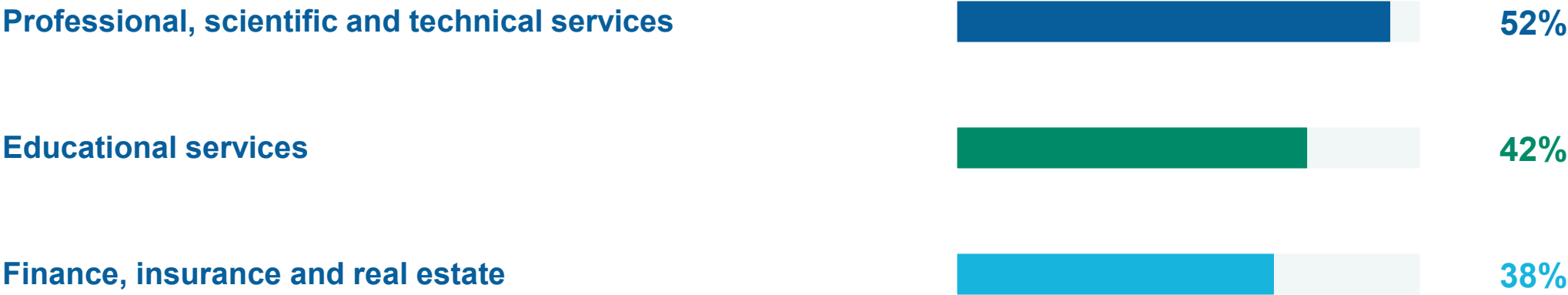
Average from September 2024 to July 2025

Adoption during the survey period



Canadian Survey on Working Conditions. Source: Statistics Canada, released June 2026.

Use by selected industries



44%

of workers in roles typically requiring a bachelor's degree used generative AI, compared with 10% in high-school-level roles.



Canadian businesses are redesigning workflows before headcount

12.2%

of businesses used AI to produce goods or deliver services

Up from 6.1% one year earlier

89.4%

of AI-using businesses reported no employment change

6.3% reported a decrease; 4.3% an increase

17.9%

plan to adopt AI software in the next 12 months

6.0% plan to adopt AI hardware

What businesses changed after adopting AI

Developed new workflows



40.1%

Trained current staff to use AI



38.9%

Purchased cloud services or storage



25.7%

Changed data-management practices



18.5%

Canadian Survey on Business Conditions, Q2 2025. Source: Statistics Canada. Adoption does not equal workforce displacement.



SECTION 02

Latin America & Mexico

The direction is global. The mix of physical work, adoption economics, digital access and skill demand is distinctly regional.



Latin America’s automation mix includes both agents and robots

57%

of today’s work hours are technically automatable

Technical feasibility—not a forecast of adoption or job losses



36%

People-centric roles

28%

Hybrid roles

37%

More AI-centric roles

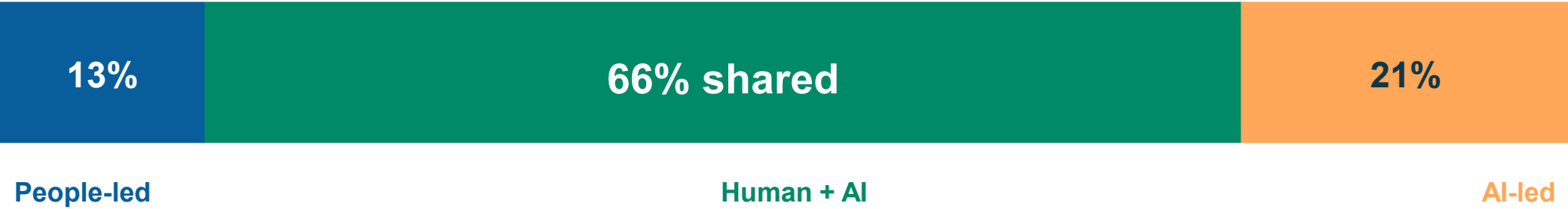


Regional model covering 15 Latin American economies. Source: McKinsey Global Institute, 2026.



Most regional skills will be reconfigured—not replaced

How employer-demanded skills map to automatable work



11×

growth in demand for AI fluency in two years

Roughly twice the pace of the US and Europe

19%

of occupations now require AI-related skills

About three times the late-2023 share

9.9m

workers are in occupations where AI skills are required

About 5% of employees in five tracked markets

14–17%

of occupations in Brazil, Chile, Colombia and Mexico require AI skills

Argentina is higher, at about 34%

Job-posting analysis: Argentina, Brazil, Chile, Colombia and Mexico. Source: McKinsey Global Institute, 2026.



The opportunity is large—but adoption is modeled to be slower

\$453bn

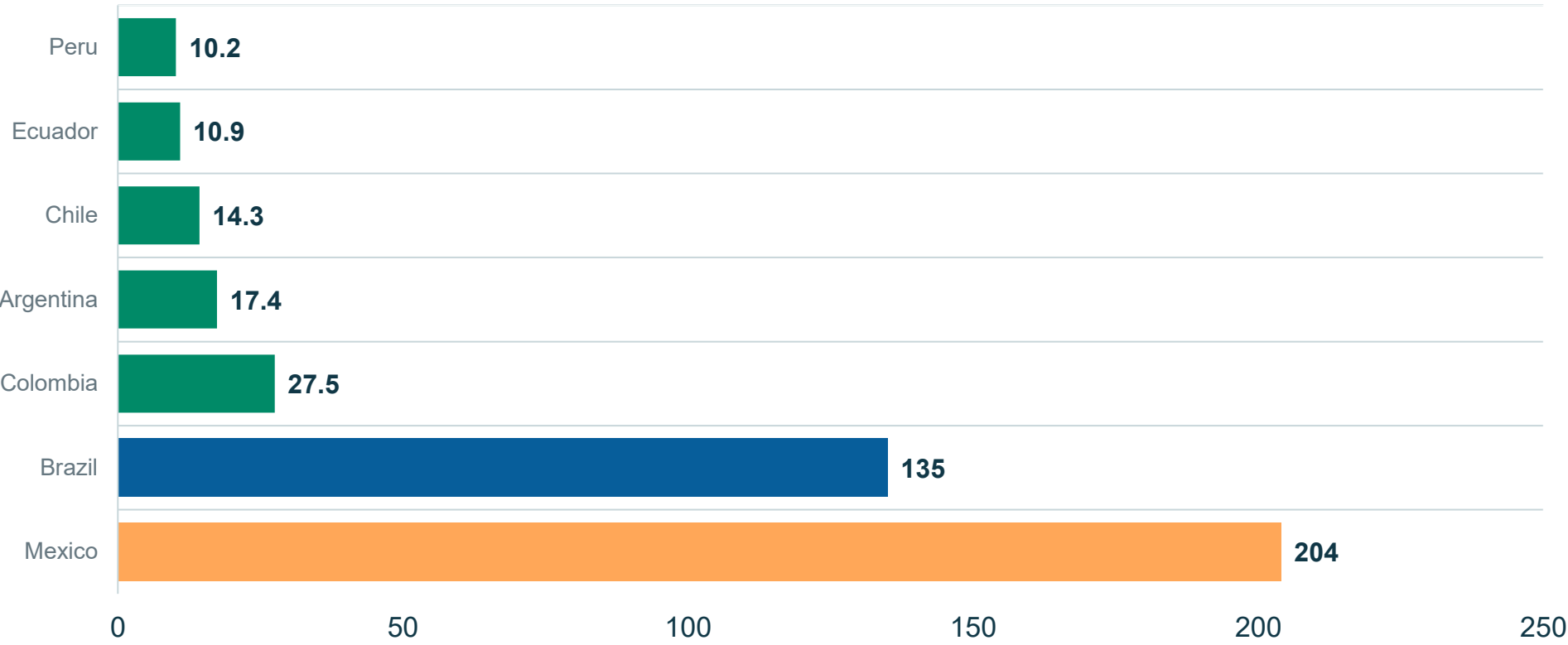
potential annual organizational value by 2030

Midpoint scenario; not a direct GDP forecast

Modeled 2030 adoption rate



Country contribution to potential value (\$bn)



Regional midpoint scenario. Source: McKinsey Global Institute, 2026. Mexico and Brazil represent about 75% of modeled value.



Regional employers are betting on training and automation

84%

plan to upskill their own workforce

Top strategy in Brazil, Colombia and Mexico

81%

plan to accelerate automation

A response to the regional skills gap

51%

call for more public funding for reskilling

Mexico 51% · Colombia 60%

Broadening digital access is the leading transformation driver in Argentina, Brazil, Colombia and Mexico.

Sustainability specialist roles are expected to grow 29% across the region by 2030.

Regional employer survey findings. Source: World Economic Forum, Future of Jobs Report 2025 regional analysis.



Mexico combines AI adoption, robotics and human skills



Mexico’s manufacturing base makes physical automation more visible—without reducing the importance of creative, managerial and green capabilities.

Mexico employer expectations. Source: World Economic Forum regional analysis of Future of Jobs Report 2025.

Mexico’s market rewards AI users—not only developers

68k

job postings requiring AI skills in 2025

About 35k more than in 2024

1.7%

share of all Mexican job postings requiring AI skills

Still early—but growing rapidly

0.27

correlation between AI exposure and net skill change

Positive and moderate; not causal

Growth in AI roles, 2025



Average new skills per occupation, 2025 vs 2021

+2.2k developers 48

lowest-exposure quartile

232

highest-exposure quartile

Mexico job-posting data. Source: PwC México, Barómetro de la IA en el mundo laboral 2026.



GenAI could touch two in five LATAM-5 work hours

40%

of work hours potentially affected by generative AI



11–17%

potential average sector productivity improvement

Range across industries

Regional constraint: talent, infrastructure, research capacity and trust will determine whether exposure becomes productive adoption.

166m

workers included in the analysis

Argentina, Brazil, Chile, Colombia and Mexico

Only 3% of global private AI investment is attributed to Latin America

LATAM-5 modeled analysis. Source: Accenture Research, 2025. Exposure is not equivalent to job displacement.



SYNTHESIS

The direction is global; the transition path is regional

GLOBAL SIGNALS

- Jobs are being redesigned around tasks.
- AI and human capabilities rise together.
- Skill portfolios change faster in AI-exposed roles.
- Evidence increasingly complements credentials.
- Continuous learning becomes part of work.

LATIN AMERICA & MEXICO

- More physical work increases the role of robotics.
- Lower wages and readiness gaps may slow adoption.
- AI-skill demand is rising unusually fast.
- Digital access and inequality shape opportunity.
- Manufacturing, services and green transition create different country pathways.

Counselors need both lenses: global portability and regional realism.

Synthesis of WEF 2025, PwC 2025/2026, McKinsey 2026 and Accenture 2025.



SECTION 01

A new profile is demanded

Signals shared across economies: job churn, faster skill change and human–AI collaboration.



Entry-level work is being redesigned



Traditional junior value

Execute structured tasks

- Draft the first version
- Collect and organize information
- Build routine models and reports

2030 junior value

Frame, supervise and improve

- Challenge AI output and manage exceptions
- Add context, client judgment and accountability

Sources: BCG 2026; Deloitte Future of Work & AI. Image generated for this deck.



The WEF expects technical and human skills to rise together

TOP 10 FASTEST-GROWING SKILLS BY 2030

01	AI and big data	06	Curiosity and lifelong learning
02	Networks and cybersecurity	07	Leadership and social influence
03	Technological literacy	08	Talent management
04	Creative thinking	09	Analytical thinking
05	Resilience, flexibility and agility	10	Environmental stewardship

Core today: analytical thinking remains the #1 skill; 70% of employers call it essential.

Source: World Economic Forum, Future of Jobs Report 2025.



The strongest graduate profile combines three forms of capital

01

Domain depth

Know enough to recognize what is true, useful and responsible.

02

AI + data fluency

Use intelligent tools inside real workflows—not as a substitute for understanding.

03

Human judgment

Interpret ambiguity, communicate, influence and take responsibility.

A degree provides the foundation. Evidence of this combination creates employability.

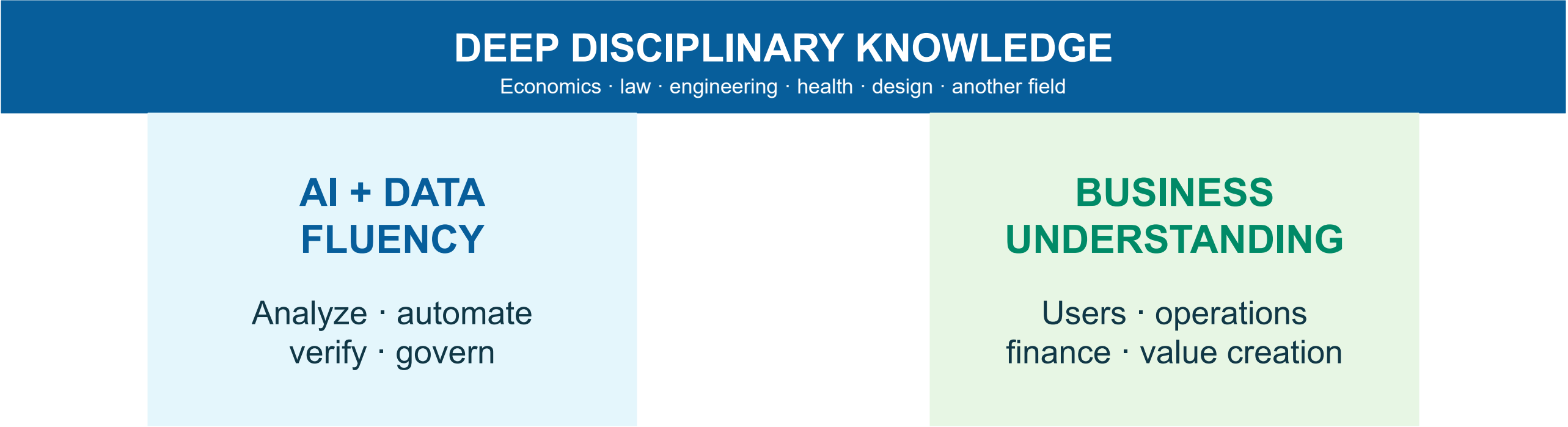
Synthesis based on WEF 2025, McKinsey 2026 and PwC 2025.

π



The π-shaped graduate: depth plus two transversal strengths

One deep discipline. Two transversal capabilities.

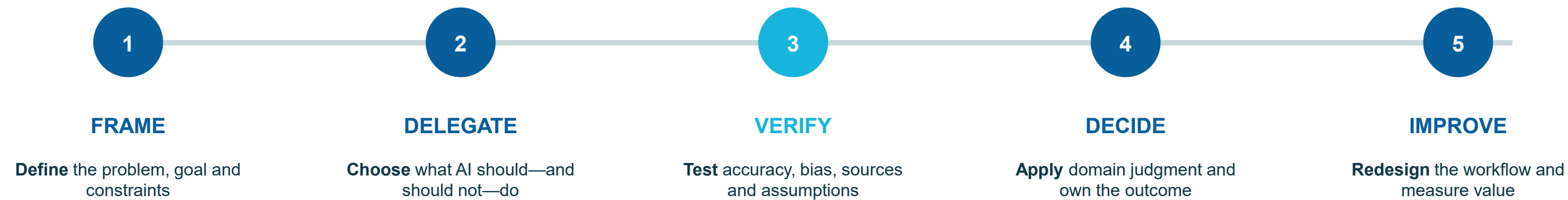


Depth ensures quality. AI and data scale capability. Business understanding connects work to value.

Counselor model synthesized from WEF 2025, McKinsey 2026 and PwC 2025.



AI fluency means managing work—not writing clever prompts



Fluency also includes privacy, cybersecurity, intellectual property and knowing when to escalate to a human.

Source: McKinsey Global Institute 2026; WEF Future of Jobs 2025.

Seven knowledge blocks will underpin employability

Rigorous foundations remain essential—but they must connect to technology, value and global context.

01	Disciplinary foundations Economics, finance, law, engineering, marketing or another field—deep enough to judge whether an answer is correct.	05	Sustainability + energy transition Climate mitigation and adaptation, environmental stewardship and changing energy systems.
02	AI, data + automation Model basics and limits, data analysis, process automation and low-/no-code prototyping.	06	Geopolitics + regulation Trade tensions, supply-chain redesign, industrial policy and geoeconomic fragmentation.
03	Business + value creation Strategy, business models, customers, operations, finance and impact measurement.	07	Professional English + intercultural competence Distributed teams, global clients, digital collaboration and communication across cultures.
04	Cybersecurity, privacy + AI governance Responsible data use, security, regulation and accountability for automated decisions.		

Sources: WEF Future of Jobs 2025; McKinsey 2026; Accenture 2024. European regulation is one reference point, not the only regional context.

Education must turn knowledge into demonstrated capability

The question is no longer only what students will study—but what they will repeatedly practice, defend and prove.

LEARNING EXPERIENCES

- 01 Real projects with companies or communities
- 02 Open, multidisciplinary problem solving
- 03 Required, critical and transparent use of AI
- 04 Data analysis and communication

ASSESSMENT + EVIDENCE

- 05 Presentations and oral defense of recommendations
- 06 Internships, simulations and case-based learning
- 07 Evidence portfolios and stackable microcredentials
- 08 Reflection on ethics, regulation and social consequences

A strong degree should leave every graduate with proof of capability—not only a transcript of completed courses.

Recommended application of WEF, PwC and Deloitte findings to university curriculum and assessment design.



How will work look in 2030?

Five shifts counselors should help students prepare for

01

TASKS, NOT TITLES

Jobs will be redesigned around tasks—not simply eliminated.

02

HUMAN + AI TEAMS

People will work with AI agents and automated systems.

03

A HIGHER STARTING LINE

Entry-level roles will begin with higher-order expectations.

04

EVIDENCE ALONGSIDE DEGREES

Skills, projects and judgment will become more visible signals.

05

LEARNING AS PART OF WORK

Continuous reskilling will become a normal career rhythm.

The winning profile combines domain depth, AI/data fluency, business understanding and human judgment.

Evidence base: WEF 2025 · McKinsey 2026 · PwC 2025 · BCG 2026 · Deloitte · Accenture 2024



A school-counsellor's perspective

How do these changes impact our work with students?



The counsellor's perspective

What does “ready” actually mean?

- What are we supposed to be preparing them for?
 - Thriving in university and beyond
- How are we changing our advising to adapt to the new times?
 - New questions, new tools, new skills



Some questions to guide our conversations with students

- 01 What problems do you want to become capable of solving?
- 02 How will AI change the tasks—not just the title—of that career?
- 03 How can you test your interest before university?
- 04 Which human relationships and responsibilities sit at the center of the work?
- 05 What skills would help with potential role changes?

Counselor framework synthesized from WEF, McKinsey, BCG, Deloitte and PwC findings.

Most students still choose the safe path — a few show us what's possible

- 01 **Business & Economics leads by far (94.1%), ahead of Engineering & Technology (70.6%) and Law & Social Sciences (64.7%)**
- 02 **A handful of students each year choose something else entirely**
- 03 **An open question for counsellors: are we passive observers of the process or active researchers and promoters of opportunities**

Survey of school-based and independent counsellors in Lima, Marian Alvarez Calderon, 2026, n=17.



What are the outliers at my school choosing to study?

Three years of unusual majors, from one school's own records

- 2023

Innovation, Technology and Design · Data Analytics and Information Management · Biochemistry · Business Intelligence · Environmental Science · Sociology · Criminology
- 2024

Business Analytics · Actuarial Science · Computer Science and Artificial Intelligence · Anthropology, Media and Digital Practice · Government (Political Theory) with Creative Writing · Biochemistry · Environmental Engineering
- 2025

Liberal Arts & Sciences · Psychology & Behavioral Economics · Mechanical Engineering · Digital Marketing and Advertising · Bioengineering · Biomedical Sciences

Source: San Silvestre School, university placement records, 2023–2025.



What are the skills we are teaching actively at school?

- 01 **Organization (81%)**
- 02 **Decision-making (69%)**
- 03 **Empathy (69%)**

Only 31% of Peruvian counsellors say their school actively builds AI or digital skills — lowest of any skill on the list

Survey of school-based and independent counsellors in Lima, Marian Alvarez Calderon, 2026, n=17.

"AI has influenced a lot of students... many are already asking themselves which careers will be least replaceable by AI in the future."



Your degree is a foundation, not a destination

Make a living

Make an impact

Make a change

...with integrity



“This moment is also a reminder that the way we have always done things is no longer adequate or enough. The jobs our graduates will pursue are changing. What students want from their education is changing. Their reasons for pursuing a degree are changing.

(..) we are continuing to invest in our future in ways that are responsive to our students, their needs and their ambitions”

Syracuse University Chancellor
August, 2026.



THANK YOU

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