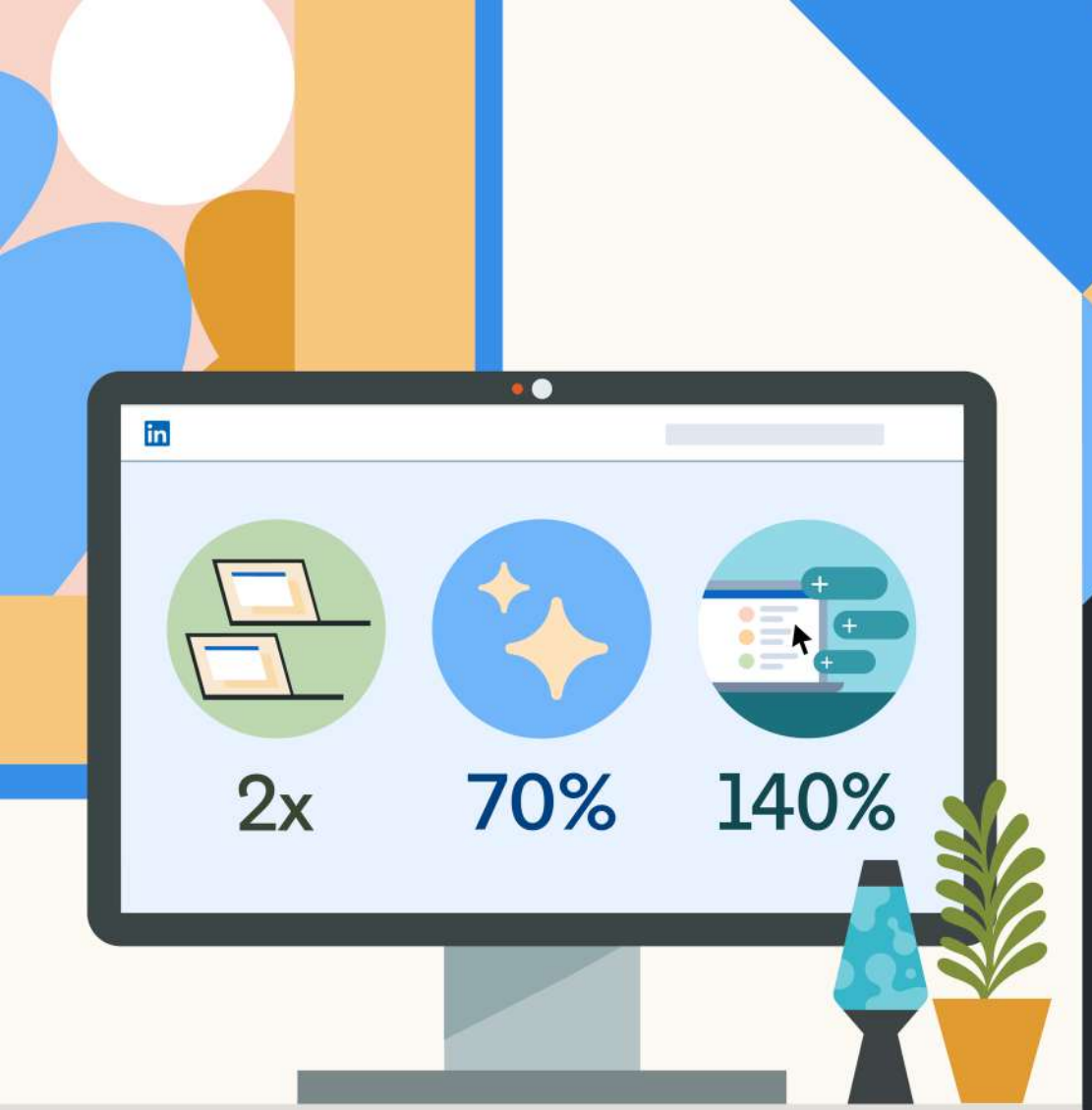
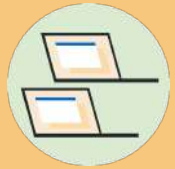


LinkedIn

Work Change Report

AI Is Coming to Work

January 2025



2x

Professionals entering the workforce today are on pace to hold **twice as many jobs** over their careers compared to 15 years ago.

70%

By 2030, **70%** of the skills used in most jobs will change, with AI emerging as a catalyst.

140%

Since 2022, the rate at which LinkedIn members add new skills to their profiles has increased by **140%**

Work Change Report: AI Is Coming to Work

Table of contents

Executive summary

In work, things change. Work change is often driven by technological advancements — such as desktop computers, digital commerce, mobile phones, and social media. What's new now is how AI is starting to drive this next wave of change, creating a demand for new jobs and skills.

Change is being felt at work. Professionals entering the workforce today are on pace to hold twice as many jobs over their careers compared to 15 years ago. In fact, more than **10%** of professionals hired today have job titles that didn't even exist in 2000 — and in the US, the figure's even higher at **20%.** And some of these roles are just emerging, with Artificial Intelligence Engineer being one of the fastest-growing jobs in 15 countries.

AI's influence on work is the most clear when viewed through the lens of skills. And those skills are changing fast. Looking ahead, by 2030 **70%** of the skills used in most jobs will change, with AI emerging as a catalyst. The good news? Professionals are not standing in place and are working to keep pace. We've seen a **140%** increase in the pace at which LinkedIn members add new skills to their profile since 2022. This includes an uptick in technical skills and a rise in uniquely human skills like communication and leadership.

More than **10%** of professionals hired today have job titles that didn't even exist in 2000 — and in the US, the figure's even higher at **20%.**

Artificial Intelligence Engineer is one of the **fastest-growing jobs** in 15 countries

Change at work can feel hard to manage, but when embraced, it can give organizations an advantage. For some, their investments in AI are starting to pay off: Over the past two years, **51%** of the businesses that adopted Generative AI (GAI) reported a revenue increase of **10%** or more. Not surprisingly, **88%** of C-suite leaders say helping their business speed up AI adoption is important over the next year.

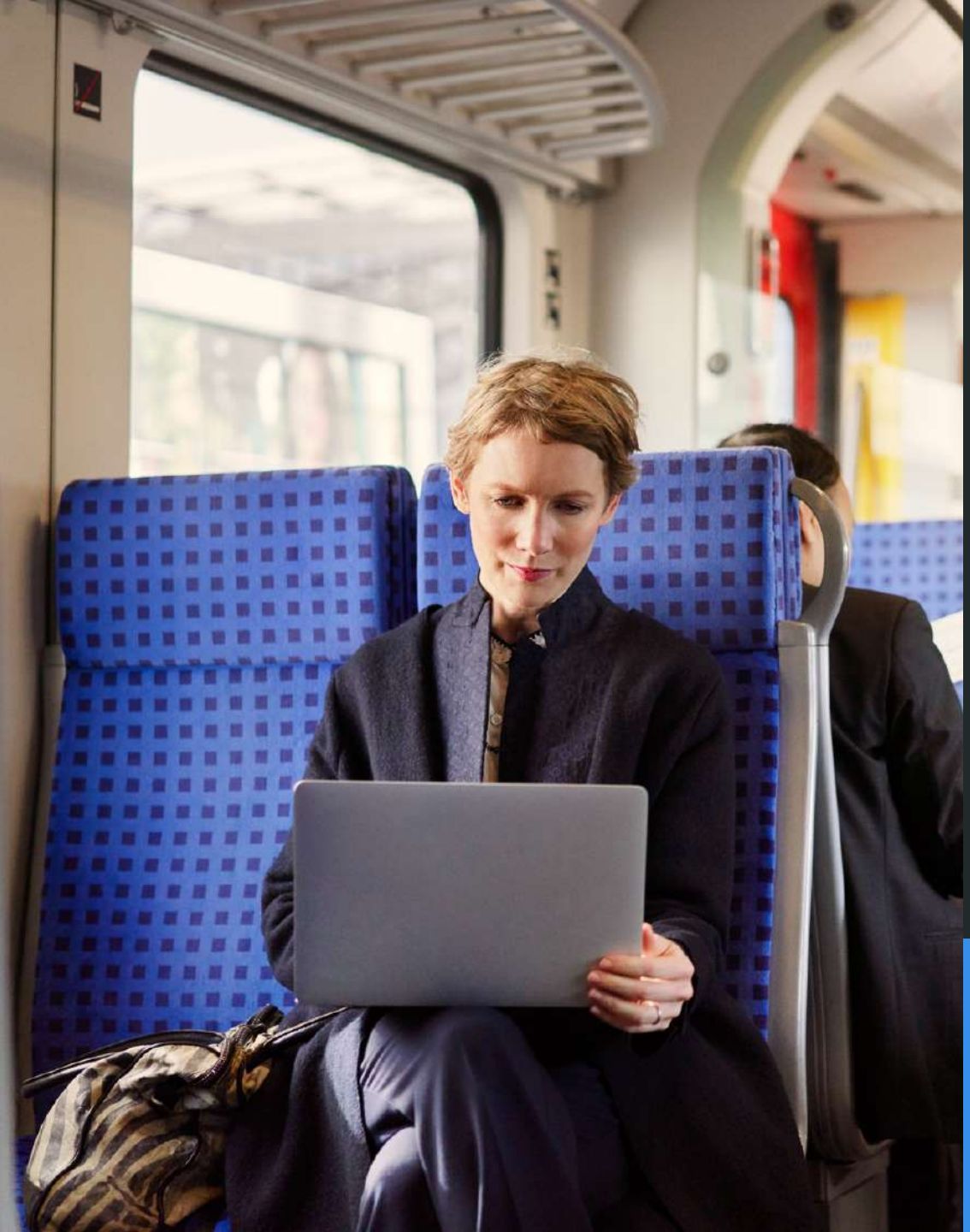
Using insights gained from **more than one billion professionals** and **69 million companies across LinkedIn**, this report reveals the next wave of workplace change — and how AI is starting to come to work.

> “No matter who you are, where you work or what you do, my advice is to focus on three things. First is to remain a lifelong learner. The landscape of work is evolving rapidly, and we know the skills that are in demand today might be different tomorrow. Embrace that change. Seek out opportunities to learn new technologies, because the ability to adapt and learn how to learn is going to set you apart. Secondly, don’t forget the human element. No matter how advanced our technologies become, the need for human empathy, ethical judgment, and leadership cannot be replaced by AI. Cultivate these skills. They will be your anchor and will differentiate you in a technologically driven world. Finally, think about how you can use AI not just to advance your own career, but to make a positive impact on the world. You have the chance to apply these incredible tools to solve pressing global challenges, from climate change to healthcare.”

Ryan Roslanksy,
CEO, LinkedIn

51% of businesses that adopted generative AI reported a revenue increase of **10%** or more.

88% of C-suite leaders say speeding up AI adoption is important over the next year.



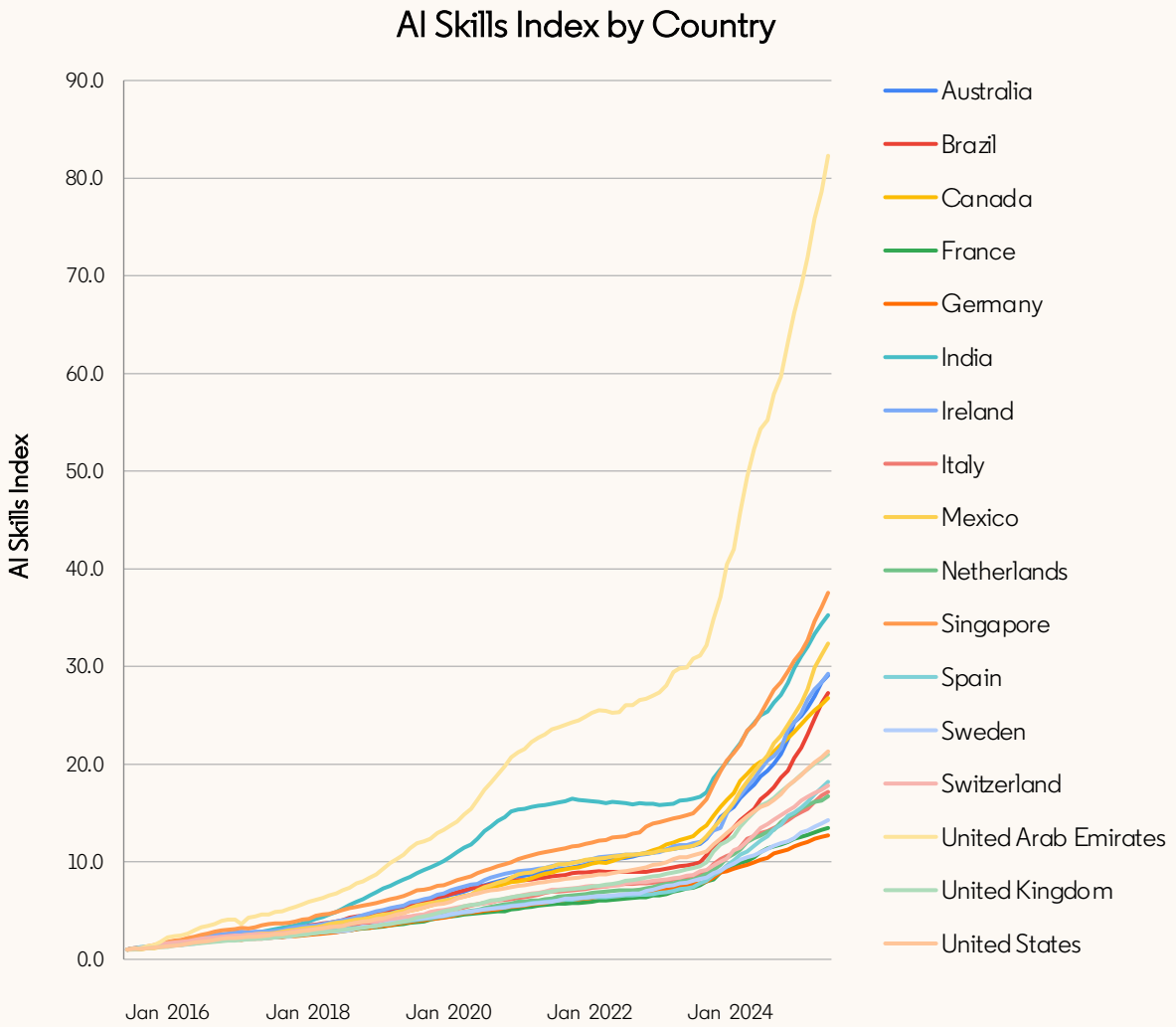
Work is changing and AI has a role to play

Professionals entering the workforce are expected to hold twice as many jobs as 15 years ago.

While shifts like these show the changing nature of work, they also present unique opportunities to adapt, innovate, and upskill. We've seen a **140%** increase in the pace at which LinkedIn members add new skills to their profile since 2022. This includes technical skills and the rise of human skills like communications.

With AI's growing presence in work, we are starting to see it manifest and spread quickly regardless of geography. The percentage of members who have added AI skills to their LinkedIn profile has increased 20 times globally since 2016. The most rapid ascent in AI skilled members since 2016 was in the United Arab Emirates, up more than 80 times. In the US, the increase was 21 times while in Germany, which had the most modest increase, the share of AI skilled members still rose a remarkable 12 times.

When we further analyze the impact of AI in the US, we see that the share of AI skilled members rose across a range of industries, really showing how quickly AI is entering the workplace. Even in Education, the industry that's adopting AI the slowest, the share of AI skilled members has increased 14-fold over the last eight years. Financial Services — the industry where the rise has been fastest — has 40 times the share of AI skilled members as compared to 2016.



Professionals are leaning into this shift by acquiring new skills and experiences to remain competitive in an evolving and challenging job market. The workplace today is almost unrecognizable compared to 2000.

Globally, more than

10%

of workers hired today **have job titles that didn't exist in 2000.**

And in the US, it's closer to 20%.

Here are the most common job titles globally that didn't exist in 2000:

1	Data Analyst
2	Full Stack Engineer
3	Frontend Developer
4	Social Media Manager
5	Web Developer
6	Data Engineer
7	Business Development Specialist
8	Data Scientist
9	Human Resources Business Partner
10	Relationship Manager

AI is powering a similar shift right now. For the vast majority of people, AI isn't replacing their job but will likely transform it, and their next job might be a role that doesn't exist yet. For instance, Artificial Intelligence Engineer is one of the fastest growing jobs in 15 countries and ranked **#1** in the Netherlands, UK, and US.

2025 Jobs on the Rise: Artificial Intelligence Engineer Ranks #1

	Netherlands	UK	US
1	Artificial Intelligence Engineer	Artificial Intelligence Engineer	Artificial Intelligence Engineer
2	Business Director	Home Health Aide	Artificial Intelligence Consultant
3	Information Security Officer	Aircraft Mechanic	Physical Therapist
4	Client Advisor	Data Governance Manager	Workforce Development Manager
5	Management Advisor	Environmental Officer	Travel Advisor

The 2024 Work Trend Index Report from Microsoft and LinkedIn highlights the scale and speed of this transformation. According to the report, **75%** of global knowledge professionals now utilize generative AI at work, with nearly half adopting it over the last year.

Work is changing and AI has a role to play

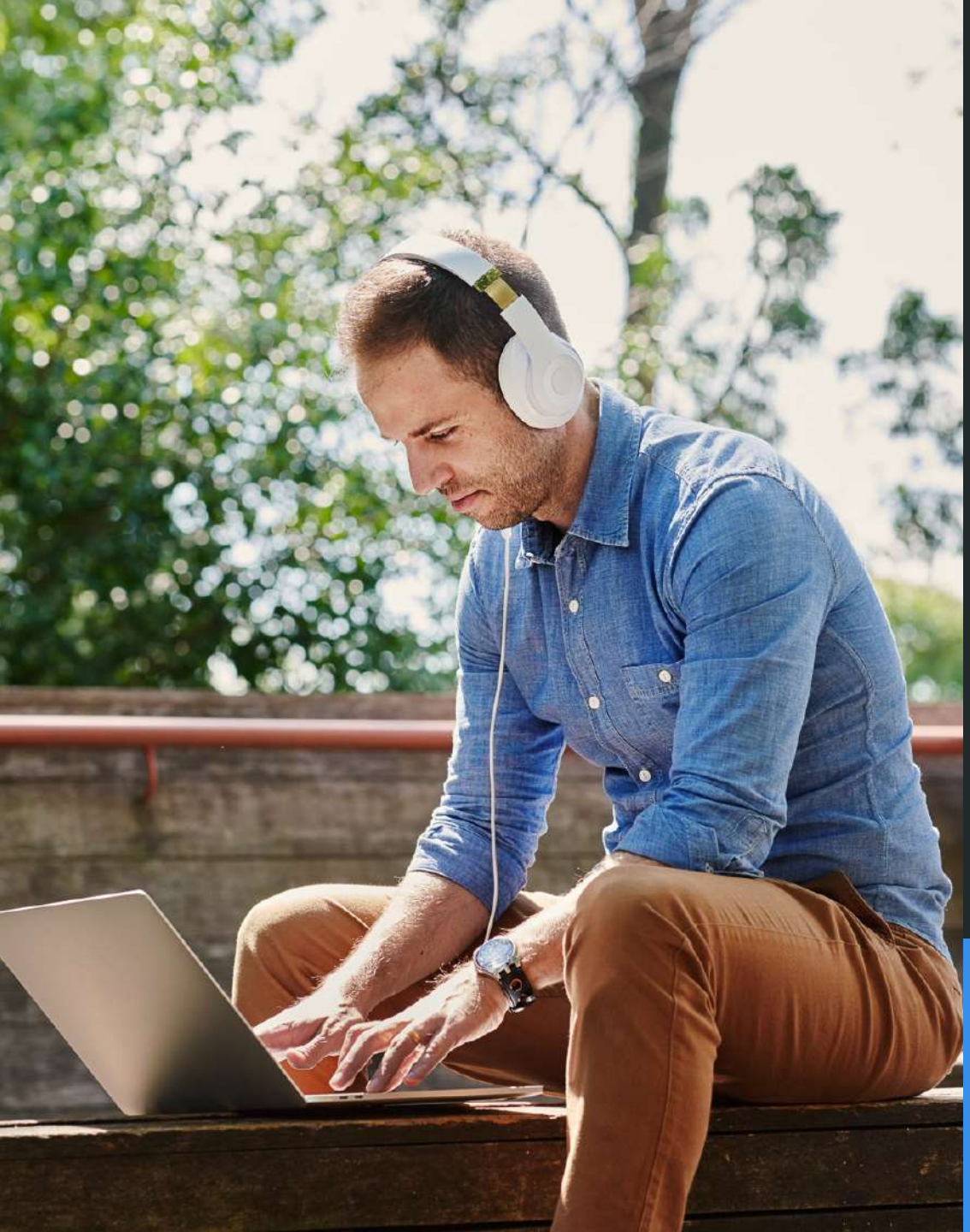
Separately, another role emerging is Head of AI. In the US, **the number of companies with a "Head of AI" position has tripled in the past five years and in the last two years alone, we've seen more than a 50% increase.** Looking into the future, at the current pace, this number will double again within the next three to four years.

> The AI-powered world will rapidly change the skills that people need to succeed and the jobs they'll succeed in. While the power of durable human skills will continue to grow, innovation and growth will come from ensuring workers are part of shaping the adoption of new technologies like AI to help create new ideas, new products and services, and new businesses that will fuel economic growth and advancement into the future."

Maria Flynn,
President & CEO, Jobs for the Future

> Businesses today are in the midst of an AI transformation — one that promises to be as big or bigger than other major technology shifts of the past century. However, I believe that enterprises cannot drive AI transformation in companies without first getting their employees to embrace AI. Every employee can leverage AI daily to exponentially increase their impact. It's the key to elevating the productivity and quality of the workflows that matter most, and helping employees find and understand knowledge, generate content, and automate tasks, ultimately enabling them to focus on their most meaningful work."

Arvind Jain,
Founder and CEO, Glean



Demand for adaptive talent is rising

Companies want talent that will lean into new technology and can learn new technical skills while maintaining strong human skills.

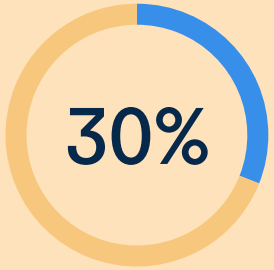
This type of talent is invaluable in navigating the evolving needs of organizations, especially as AI becomes more integrated in day-to-day tasks. That's why it's no surprise that **38%** of global C-suite executives prioritize 'agility' when considering entry-level candidates for their organizations, according to recent LinkedIn research. Companies want individuals who can move through different roles and stages within a company, and those who consistently reskill and upskill to change with the business.

The highly sought-after combination of AI and human skills is quickly becoming a key indicator of adaptability and a growth mindset. However, this talent remains elusive for many companies. A top challenge global HR professionals face is finding talent with the right mix of technical and soft skills. Despite increasing scrutiny on budgets, our data indicates that companies clearly recognize this turning point for talent and are preparing to take advantage of it.

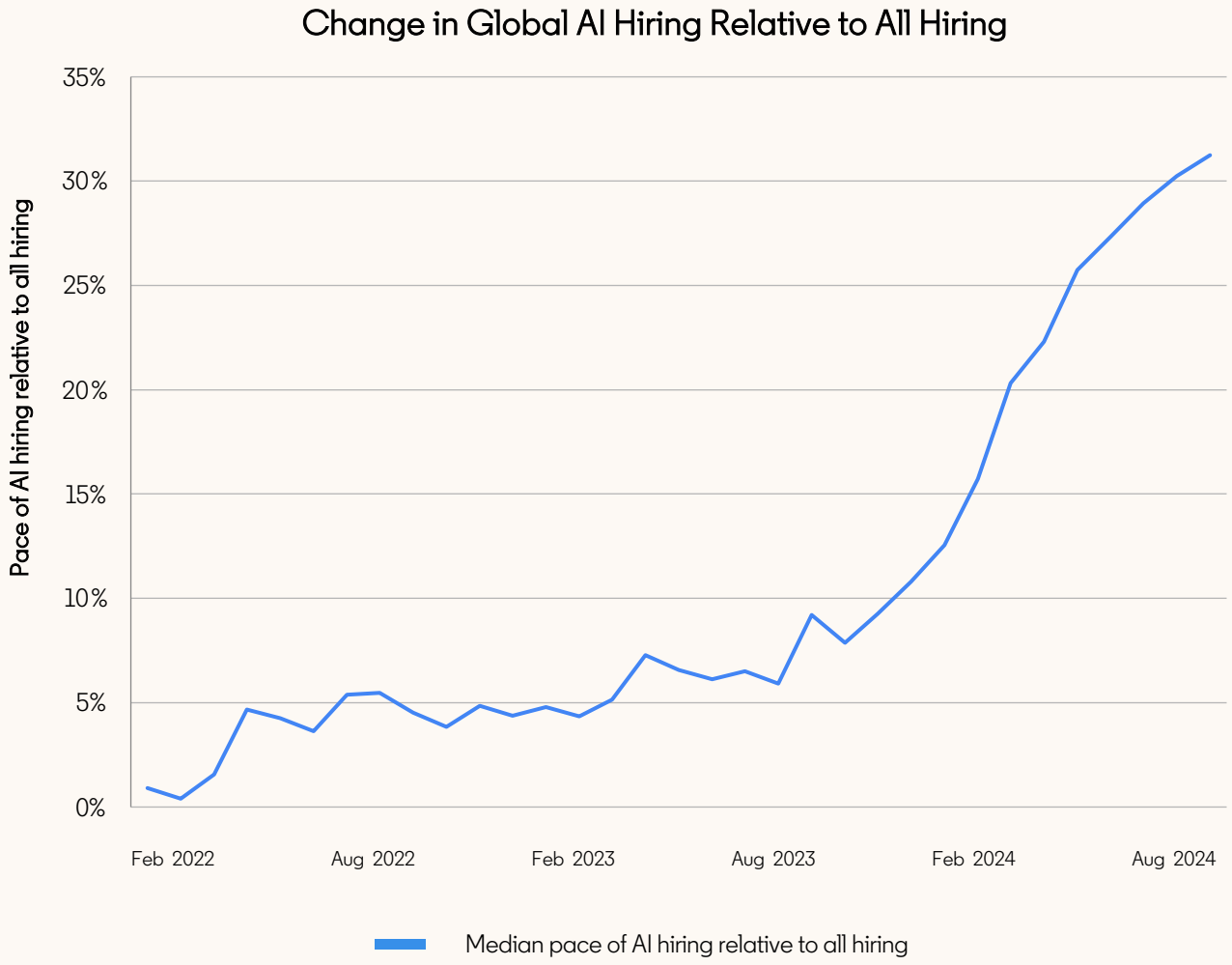
While AI may feel like a recent trend, it's not. It's gradually increasing its role in shaping the future of work, and we've seen an increase in companies seeking and hiring AI talent. Over the past eight years, hiring of AI talent across the board has increased by more than **300%** globally. And comparing the hiring of AI talent relative to all hiring, it's increased by **30%** globally since last fall. To be clear, even though it's not a recent trend, we're still in the early phases of AI and its impact on the workforce. Professionals who lean into the technology now are most likely to succeed.

↑ **300%**

Global AI hiring has increased over **300%** in eight years.



Since last fall, AI hiring has grown **30%** faster than overall hiring.



Demand for adaptive talent is rising

Beyond demand for AI talent, we're starting to see a rising demand for non-technical professionals with proficiency in AI tools. The percent of jobs on LinkedIn listing an AI literacy skill increased more than six times over the past year.

1 in 500

Despite this rapid ascent, AI literacy demand remains rare with only 1 in every 500 jobs requesting it.

Today, we are already seeing the impact of AI technologies on a wide variety of jobs and occupations. LinkedIn research suggests GAI could impact the majority of US jobs and eventually be incorporated into their daily tasks, transforming some occupations more than others.

> At Genpact, we're focusing on developing a strong AI core talent — individuals who build AI tools and products and have deep expertise in advanced technologies, including data scientists, domain experts, and data engineers. Additionally, we continue to build AI-fluent talent – all other employees must understand AI and embed AI into how we work and grow them to **90%** of our workforce by 2027. We believe this will enable us to create a resilient business and workforce in the future."

Piyush Mehta,
Chief Human Resources Officer and Country Manager for India, Genpact

> AI will reshape the workplace in meaningful ways, putting a premium on skills. As professionals discover the power of using AI in parts of their jobs, they're seeking to develop new skills to stay competitive in the labor market and add value in new ways. AI will make some roles unrecognizable and also create jobs that don't yet exist today. Forward-looking employers have a huge opportunity to prepare workers for these new roles in a far more agile way, if they focus on what candidates and employees can do and learn, accelerating the shift to a skills-based labor market where AI-augmented adaptability and active learning are key."

Byron Auguste,
CEO & Co-Founder, Opportunity@Work

AI *and* human skills are must-haves

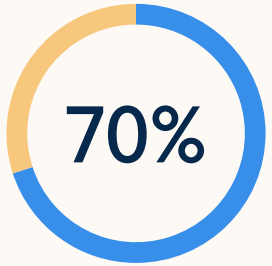
AI's influence on the workplace is the most clear when viewed through the lens of skills.

Static credentials and "one-and-done" learning are becoming a thing of the past. The future is all about building careers through continuous learning and upskilling, with AI leading the way.

Professionals can no longer ignore AI or assume it does not apply to their job. AI will be relevant to every job in the future and woven into most of our tasks. To succeed in any job or any industry, professionals now have to build a wider range of skills than ever before. In 2024, professionals globally added a **40%** broader skillset to their profiles than they did in 2018, and this trend is picking up speed.

↑ **140%**

Since late 2022, the pace of members adding new types of skills to their profiles has increased **140%.**



70% of HR professionals say their organization is prioritizing upskilling initiatives in 2025 to help build skills from within — in areas such as AI, soft skills and green skills.

As roles continue to shift, so do the skills required for success. AI skill adoption was rising before the pandemic but dipped slightly in the years after. This dip coincided with the hiring frenzy, marked by The Great Reshuffle, and given the ease of finding work, professionals weren't feeling motivated to reskill and upskill. However, by late 2022, as the labor market slowed down, new AI innovations were introduced and AI's reach across roles and industries really started to grab attention.

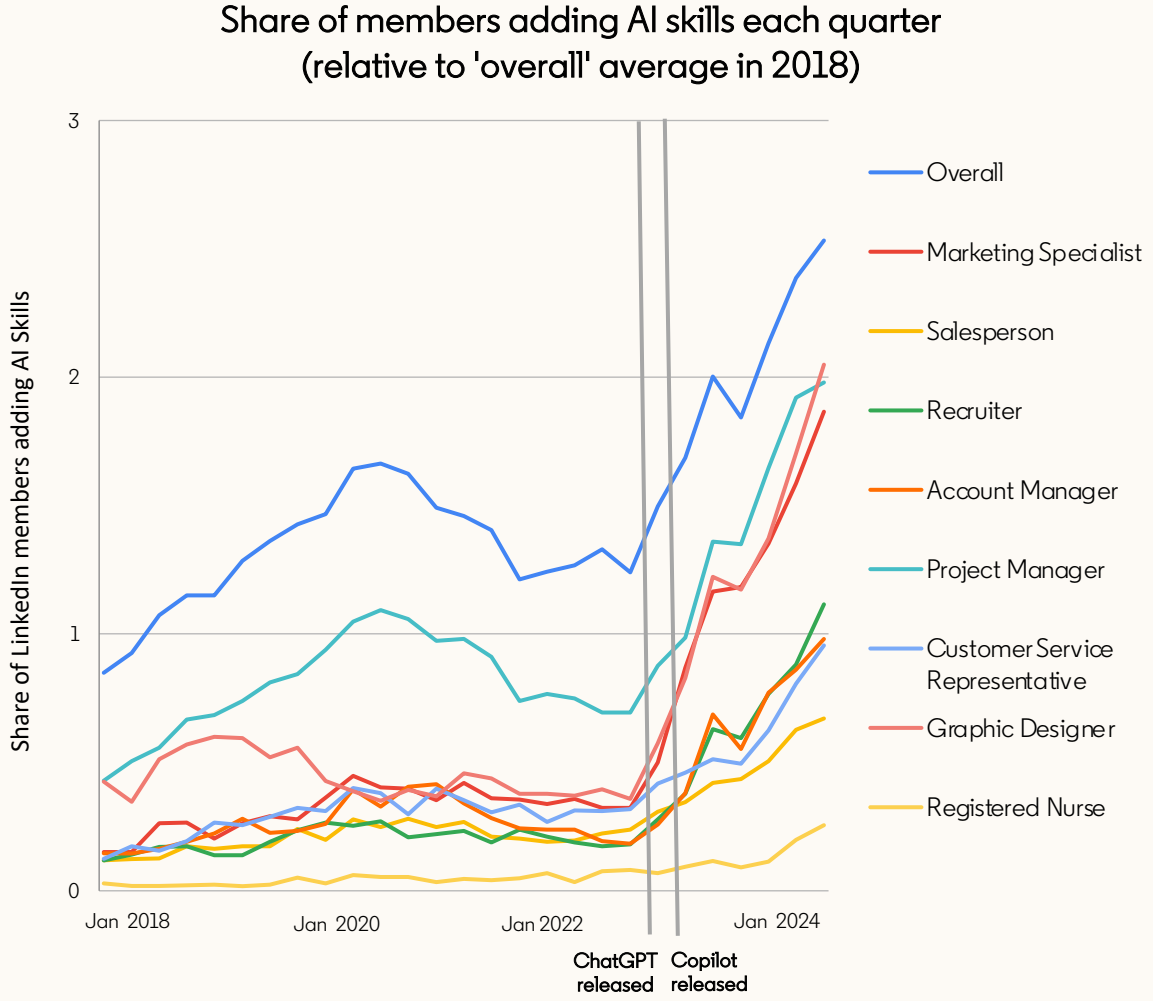
AI *and* human skills are must-haves

AI skills are growing across all industries.

Professionals across industries are increasingly turning to learning platforms like LinkedIn Learning to upskill and reskill on AI. Today, people are more than twice as likely to add AI skills than in 2018. Even occupations that in 2018 were less likely to see the value of AI skills — for example, recruiters, marketers, sellers, and healthcare professionals — are now seven times more likely to add AI skills.

↑ 169%

Growth of non-technical professionals engaging in AI courses on LinkedIn Learning in the past year.



AI *and* human skills are must-haves

But it's not just professionals: companies and leaders are starting to understand the importance of upskilling their teams on AI.

37% of C-suite executives say investing in learning and development to train employees on AI tools is key to accelerating adoption among their workforce in the coming year.

AI literacy skills, like prompt engineering and proficiency with tools like ChatGPT or Copilot, are just as important. Since 2023, the number of AI literacy skills added by LinkedIn members has increased by **177%,** nearly five times faster than the 36% increase across skills overall.

AI *and* human skills are must-haves

Interestingly, as AI ramps up, human skills may matter the most in today's workplace.

Many of the skills we need to better understand and use AI tools are the same ones we need to remain competitive and succeed in the changing world of work. Skills we have as people — curiosity, communication, creativity, compassion and courage — can help us better prompt, collaborate, and adapt. Communication, for example, has consistently been one of the most sought-after skills by employers and was the number one most in-demand skill in 2024. Why? Because leaders and companies understand that AI is the most powerful when collaborative humans surround and lead it.

Communication was the **number one** most in-demand skill in 2024.

Employees developing GAI skills are:

13x more likely to develop human skills like change readiness.

9x more likely to develop building trust.

5x more likely to develop logical reasoning.

AI *and* human skills are must-haves

↑ **10%** Human skills have grown in importance by **10%** since 2018.

↑ **20%** For occupations once less likely to value human skills, their importance has increased by **20%.**

↑ **31%** Among US C-level executives, there has been a **31%** rise in the inclusion of human skills on profiles between 2018 and 2023.

> At PageGroup, we focus on building meaningful relationships with candidates and clients to help grow businesses and drive careers. AI tools have already enabled our teams to spend more time on this work by helping with administrative tasks and we're expecting to see more benefits from AI in the future. As we explore new ways of working, upskilling is key to ensure that teams can make the most of AI tools and continue to connect with candidates and clients. This means that both AI literacy skills and human skills, such as adaptability, will be incredibly important moving forward."

Alex Bates,
Managing Director of Data, Insights and Activation, PageGroup

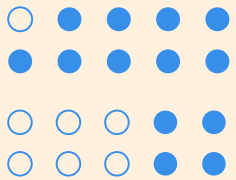
> In these early days of change, people are adapting to technology. We're learning new AI tools and building AI literacy to keep up and even get ahead. But what is coming next is something we have never seen before at work – technology starting to adapt to us and to support us as individuals in ways that will lead us to better work, more human work and more innovative work. AI isn't just a tool to free our days from the mundane tasks. It's a tool that will open up time for us to bring more of our unique skills and unique capabilities as people to the work we do, skills like collaborating and solving big, complex challenges. We see this reflected already in the uptick in LinkedIn members building their people skills and broadening their overall skillsets to stay agile. And it's just the start."

Aneesh Raman,
Chief Economic Opportunity Officer, LinkedIn

Successful use of AI tools

Many organizations are at different stages of their AI journey and while some are still figuring out where to begin, others are starting to see early success.

For example, according to a recent survey of global businesses, over the past 24 months, **51%** of those already adopting GAI reported a revenue increase of **10%** or more. Companies embracing AI are helping employees move away from tedious and time-consuming tasks, so they can focus on more strategic work.



Nearly 9 in 10 C-suite executives say that employees are using AI at work,

while nearly 4 in 10 say those that do are more productive.

We know professionals across HR, sales, and marketing spend countless hours per week in routine and mundane tasks. AI advancements in recent years enable them to be more creative, gain more valuable insights about their audience, and spend more time doing what matters most: closing deals and building relationships with candidates and customers.

Successful use of AI tools

44% Recruiters using LinkedIn's AI-assisted messages to engage candidates are seeing a **44%** higher acceptance rate compared to non-AI messages.

11% AI-assisted messages are accepted more than **11%** faster by candidates compared to non-AI messages.

18% AI-Assisted Search sessions saw an overall **18%** higher InMail acceptance rate compared to search sessions with manual filters.

42% Marketers using LinkedIn's AI ad campaign creation tool, Accelerate, are showing up to a **42%** lower cost per action compared to advertisers' Classic Campaigns with LinkedIn.

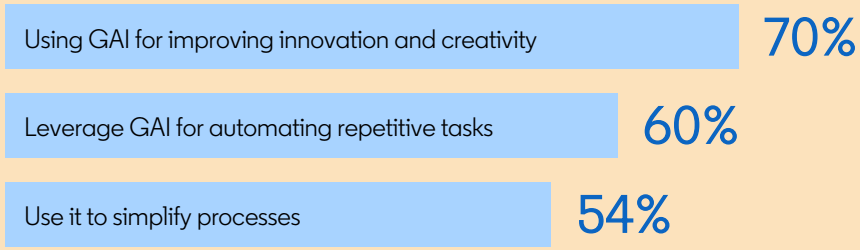
Sales professionals using LinkedIn's Account IQ in Sales Navigator to research prospects are finding out strategic information to help them prepare for meetings in minutes.

The greatest opportunity with AI is not just improving productivity; it is equally — if not more so — about helping businesses grow and sparking new ideas to unlock new opportunities. Today, **88%** of C-suite executives globally say helping their business speed up AI adoption is a top priority in 2025. And **80%** believe AI will kickstart a culture shift where teams are more innovative.

We often measure productivity in how quickly things get done, when in reality what's more important is the quality of the work and the creativity behind the ideas. When implemented well, AI is a powerful tool that unlocks new thinking and innovation across all types of organizations. In fact, companies are using AI solutions to explore new ways to drive growth and stay competitive with nearly **70%** of Fortune 500 companies using Copilot for Microsoft 365.

Successful use of AI tools

While adopting GAI is leading to time savings, more global businesses are:



Global businesses see the technology as helping with idea generation and brainstorming, content creation and design, and product development and customization.

76% of global businesses using GAI have seen significant time savings, enabling them to focus on innovation and higher-value work.

> For us it wasn't, and isn't, about efficiency alone; it was about reconstructing and reinventing how we work as a client-focused business, and get our people and business better prepared for today and for the future. With our AI platform, Marcel, we're helping our teams learn, share, connect and collaborate so that we can generate smart insights, solve problems at scale, identify the right talent to support our client projects, and more. Our reinvented business model and new ways of working are driving growth for our most critical asset — our people. We're providing more strategic value for our clients' business success, and it continues to propel us forward and make us future ready."

Arpit Jain,
Global President, Marcel, Publicis Groupe

> AI is the new digital — both a technology and new way of working. It is creating real impact and scaling the technology will allow us to solve increasingly complex problems. At Accenture, we are already using generative AI to transform our marketing, sales, finance and HR functions. For example, we are providing our sales practitioners with advanced technology and processes — fueled by AI, data, and insights — to drive more intelligent customer conversations and accelerate revenue. We are excited to be on the leading edge, helping our clients and their people use AI to increase productivity, accelerate innovation and drive new growth."

Sara Porter,
Global Sales Excellence and Client Success Lead, Accenture

Navigating work change, here is where to start

The feeling that work is changing will always persist because, in fact, work *is* always changing.

While work change can create challenges for organizations, leaders and professionals, it also creates opportunities. To find success, leaders need to embrace this wave of change, encourage AI adoption across all levels of the business, and engage with their employees, networks, and society. Here's where to start:

Embrace this wave of change at work.

There is no question that AI has come to work and as with any significant change at work, leaders set the tone. When it comes to implementing AI, promoting a single vision and strategy is critical to bring teams together during this moment of change. A good first step is identifying where you can bring AI into existing processes and empower your team to adopt AI tools confidently so they can focus on developing more innovative and creative solutions. Build a test-and-learn environment to drive innovation and growth. Encourage teams to experiment with AI, share how these tools are helpful and celebrate the successes — and failures — that come with any technological advancement.

Navigating work change, here is where to start

Cultivate a strong culture of learning around both technical and uniquely human skills.

Having the right set of skills for work as it changes creates a competitive advantage for professionals and organizations. Individuals will need to focus even more on how to acquire a broader array of skills and do so more frequently. Organizations can start by developing training programs that encourage and reward skills development. Prioritizing upskilling — from AI literacy skills to effective communications – can enable professionals and organizations to grow with the wave of change at work.

AI is here at work and the early shifts are already being felt – from signs of productivity and innovation gains to new skills and new categories of jobs emerging. What's still uncertain is just how fundamentally different the world of work will look a few years out from all the transformation we're living through today. One thing that was true during past waves of technological breakthroughs remains true now: we can't predict the future, but we can prepare for it. Those who ready themselves and their organizations to adapt and explore new ways of working now will emerge stronger on the other side.

> "To successfully navigate the ongoing shifts at work, especially those brought on by AI, organizations, leaders and individuals must adopt a mindset that embraces change and prioritizes continuous learning, skill development, and human-centric approaches. Those who are proactive and forward-thinking will be better positioned to meet the demands of the modern economy and labor market, and stay competitive while unlocking the vast potential that change brings."

Karin Kimbrough,
Chief Economist, LinkedIn

Methodology

AI Literacy Skills Growth:

The number of skills explicitly added by members in the current 12-month period (October 2023 to September 2024) is compared with the number of skills developed in the previous 12-month period (October 2022 to September 2023) to highlight growth in skills. Only members who developed the skills while being employed in a full-time position are considered.

GAI Skills and Human Skills:

Employees skilled at using GAI are measured by members who have added at least one GAI skill, such as ChatGPT, to their LinkedIn profile. The likelihood of developing a soft skill is determined by dividing the proportion of GAI skilled members who upskilled by the proportion of non-GAI skilled members who upskilled a given soft skill in the last 12 months (Dec '23 to Nov '24).

Building AI Aptitude/Literacy with LinkedIn Learning:

Indicates growth in unique LinkedIn learners during the last 12 months (Dec '23 to Nov '24). LinkedIn Learning courses are identified which are tagged and can be used to develop one of LinkedIn's taxonomy of 139 AI skills. Members who consumed these LinkedIn Learning courses are referred to as learners with AI aptitude. Non-technical functions exclude members mapped to one of the following functions: "Engineering", "Information Technology", "Research", "Education", "Business Development" based on LinkedIn taxonomy.

Increase in Hiring of AI Talent:

For a given country, we calculate the count of hires who have AI engineering skills or who worked in an AI occupation divided by the total number of LinkedIn members in that country. We compare the percent change in this AI hiring rate through October 2024 relative to the average month in 2016.

We then calculate the median value of this percentage change across the following countries: Australia, Canada, France, Germany, India, Ireland, Italy, Netherlands, Singapore, Spain, United Arab Emirates, United Kingdom, and the United States. The global increase in hiring of AI talent is based on this median statistic.

Change in Global AI Hiring Relative to All Hiring:

For a given country, we calculate the count of hires who have AI engineering skills or who worked in an AI occupation divided by the total number of LinkedIn members in that country. This number is first indexed to the average month in 2016 and then divided through by the LinkedIn Hiring Rate for each country. We compare the year-over-year percent change in this ratio and take a 12 month moving average to filter out seasonal fluctuations.

We then calculate the median value of this relative AI hiring rate across the following countries: Australia, Canada, France, Germany, India, Ireland, Italy, Netherlands, Singapore, Spain, United Arab Emirates, United Kingdom, and the United States. The reported global pace of AI hiring relative to all hiring is the median across these countries.

AI Skills Diffusion Index:

The AI Skills Diffusion Index value measures how much the share of members with at least two AI skills on their profiles has increased, compared to the level in January 2016. For example, a value of 3x means the share of members with AI skills is 3x higher as compared to January 2016. The metric helps us understand the pace at which members are adopting AI skills, or the pace at which AI skills are diffusing in a given country, industry, etc.

We report a global AI Skills Diffusion Index as the median value for September 2024 for the following countries: Australia, Brazil, Canada, France, Germany, India, Ireland, Italy, Mexico, Netherlands, Singapore, Spain, Sweden, United Arab Emirates, United Kingdom, and the United States.

Breadth of Skills Added to Member Profiles:

For every occupation in the LinkedIn occupation taxonomy we calculate the number of distinct skill groups added by at least 1% of members globally among those members adding a skill in a given quarter between 2018Q1 to 2024Q3.

When comparing the breadth of skills at an annual frequency, we convert these quarterly values to annual averages. We then aggregate across occupations by taking a member-weighted average and exclude any occupation that had fewer than 100 members adding skills in 2018 (on average).

- The increase in breadth of skills between 2018 and 2024 is taken as the percent change in these annual, overall member-weighted averages.

- The pace of members adding new skills between is calculated as the cumulative annualized growth rate (CAGR) between the years 2018 and 2022 and then again between 2022 and 2024. The uptick in the pace of members adding new skills is the percentage increase in the 2018 to 2022 CAGR as compared to the 2022 to 2024 CAGR.

Likelihood of adding AI skills to Member Profiles:

For every occupation in the LinkedIn occupation taxonomy we calculate the global share of members who add an AI skill to their profile among those members adding a skill in a given quarter between 2018Q1 to 2024Q3. In section 3, we report the member-weighted average across occupations ("Overall") as well as for select occupations — each of these series are then indexed to the average value of the "Overall" series in 2018.

When calculating the likelihood of adding AI skills at an annual frequency, we convert these quarterly values to annual averages. We then aggregate across occupations by taking a member-weighted average and exclude any occupation that had fewer than 100 members adding skills in 2018 (on average).

- The increase in the likelihood of members adding AI skills is taken as the ratio of the 2024 annual value to the 2018 annual value.

- We identify occupations that had a relatively lower likelihood of adding AI skills as those occupations with a below-the-median share of members adding AI skills in 2018. The increase in the likelihood of members adding AI skills for these occupations is taken as the ratio of the 2024 annual, member-weighted average to the 2018 value.

Likelihood of adding Human Skills to Member Profiles:

For every occupation in the LinkedIn occupation taxonomy we calculate the global share of members who add a soft skill to their profile among those members adding a skill in a given quarter between 2018Q1 to 2024Q3.

When calculating the likelihood of adding soft skills at an annual frequency, we convert these quarterly values to annual averages. We then aggregate across occupations by taking a member-weighted average and exclude any occupation that had fewer than 100 members adding skills in 2018 (on average).

- The increase in the likelihood of members adding soft skills (i.e. human skills) is taken as the ratio of the 2024 annual value to the 2018 annual value.

- We identify occupations that had a relatively lower likelihood of adding soft skills as those occupations with a below-the-median share of members adding soft skills in 2018. The increase in the likelihood of members adding soft skills for these occupations is taken as the ratio of the 2024 annual, member-weighted average to the 2018 value.

Head of AI Company Growth:

We identify members whose job titles include the keywords "AI," "Artificial Intelligence," or "Machine Learning" coupled with the keyword "Head," or LinkedIn's standardized seniority levels "Director," "VP," and "CXO." We then build a time series of the number of companies with at least one member in Head of AI roles. Growth rates are calculated as percent changes over the specified horizon for November values.

Share of Paid Jobs with AI Literacy Skills:

We calculate the global share of paid jobs that have explicitly included an AI literacy skill, defined as standardized skills referring to the ability to use generative AI tools such as ChatGPT, Copilot, GitHub Copilot, etc. The growth in the share of paid jobs with AI literacy skills is taken as the ratio of the shares observed in 2024Q3 to 2023Q3, with the most recent value the 2024Q3 share of paid jobs.

LinkedIn's Global C-suite Research:

Global research of 1,991 C-suite executives (Chief Executive Officer, Chief Human Resources Officer, Chief Marketing Officer, Chief Revenue Officer and Chief Technology Officer) in nine countries (Australia, Brazil, France, Germany, India, Singapore, United Arab Emirates, United States, United Kingdom) working in businesses with 1,000+ employees. Fieldwork was conducted by YouGov between Nov 26 to Dec 13 2024.

LinkedIn and Access Partnership Global Business Research on Generative AI:

Global survey of more than 2,500 businesses in five countries (United States, United Kingdom, France, Germany, India) conducted in October 2024. Businesses were surveyed across manufacturing and service sectors and represented a range of sizes. Respondents included individuals that manage teams, have an ownership stake, influence investment decisions, make hiring decisions, or manage IT systems.

US C-Suite Observatory Research:

LinkedIn analyzed the skills, industry and job experiences, and job titles for executives who work in CXO, VP, or Founder roles at an S&P 500 or unicorn company. This represents a sample size of 200,000+ leaders, the bulk of whom are based in the US working for US companies.

Global Business Survey:

LinkedIn and Access Partnership's generative AI research - Global survey of more than 2,500 businesses in five countries (United States, United Kingdom, France, Germany, India) conducted in October 2024. Businesses were surveyed across manufacturing and service sectors and represented a range of sizes. Respondents included individuals that manage teams, have an ownership stake, influence investment decisions, make hiring decisions, or manage IT systems.

Global HR Professional Research:

The research was conducted by Censuswide, among a sample of 8035 HR professionals & talent acquisition leaders across the UK, US, France, Germany, Spain, Brazil, Ireland, MENA, Netherlands, Singapore, India, Australia, Indonesia, Italy, Japan, and Sweden (18+). The data was collected between11-28-2024 - 12-18-2024. Censuswide abides by and employs members of the Market Research Society and follows the MRS code of conduct and ESOMAR principles. Censuswide is also a member of the British Polling Council.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