pwc

The Fearless Future: 2025 Global AI Jobs Barometer

AI makes people more valuable

Key Findings

3x

Higher growth in revenue per worker

In industries more exposed to AI

100%

Of industries are increasing AI usage

Including industries less obviously exposed to AI such as mining and construction

66%

Faster skill change in AI-exposed jobs

Up from 25% last year. Change is fastest in automatable jobs

Our analysis of close to a billion job ads and thousands of company financial reports across six continents suggests:

AI is making workers significantly more productive and creating value for companies

- Industries most able to use AI have 3x higher growth in revenue generated by each employee
- Since 2022 when awareness of AI's power surged, productivity growth in industries best positioned to adopt AI has nearly quadrupled (while falling slightly in industries least exposed to AI)
- Workers with AI skills like prompt engineering command a 56% wage premium (up from 25% last year), suggesting the value these workers bring
- 100% of industries are expanding their usage of AI (even industries less obviously exposed to AI such as mining and construction), indicating that business leaders see value in AI investments

Companies are using AI to make workers more valuable and productive, not just to streamline headcount

- Contrary to fears about job losses, job numbers – and wages – are growing in virtually every AI-exposed occupation, including the most highly automatable jobs

AI is creating deep change in the skills workers need to succeed

- Skills sought by employers are changing 66% faster in occupations most exposed to AI (like financial analyst) versus least exposed (like physical therapist) – up from 25% last year

Five Implications for Business Leaders

1

Use AI for enterprise-wide transformation.
Our data suggests businesses are starting to see benefits from AI measurable in revenue per employee. To compete, business leaders should have a plan to capture that opportunity. Many organisations are starting to use AI for isolated use cases. But the real benefit comes when AI is used to transform value creation at an enterprise-wide level, generating new revenue streams and gaining competitive advantage.

2

Treat AI as a growth strategy, not just an efficiency strategy.
Our data makes clear that companies are using AI not just to control headcount but rather to help workers create more value. Companies who use AI only to reduce staff numbers may miss out on the much bigger opportunities to use AI to claim new markets or generate new revenue streams.

3

Prioritise Agentic AI which is an exponential workforce multiplier.
With AI agents at their command, workers can achieve much more. Business leaders who adopt agents early won't just cut costs – they can create organisations that think, adapt, and execute faster than competitors. Get the greatest value from your agents by enabling them to work as a team – sharing context, operating across platforms, and learning from one another – with PwC's agent OS.

4

Enable your workforce to have the skills to make the most of AI's power.
As AI creates huge churn in the skills workers need, build a clear, data-based picture of skills gaps and create a plan for closing them.

5

Unlock AI's transformative potential by building trust.
Our research suggests the growth dividend from AI is not guaranteed and depends on more than just technical success – it also hinges on responsible deployment, clear governance and public and organisational trust.

01

AI can make workers more valuable, not less – even in the most highly automatable jobs

This is our conclusion from analysing close to a billion job ads and thousands of company financial reports from six continents to uncover AI's impact on jobs, wages, skills, and workers' productivity. Our analysis captures AI's impact as Agentic AI – which means AI that can plan and act autonomously to achieve goals – is starting to gain more widespread adoption.

We analysed AI's impact on both augmentable jobs (jobs that contain many tasks in which AI can enhance or support human judgment and expertise), and automatable jobs (jobs that contain many tasks that can be autonomously completed by AI).

AI-exposed jobs are jobs that contain many tasks in which AI can be used. Example jobs: financial analysts, data entry workers.[1] We use 'AI-powered' as an equivalent term to AI-exposed.

Augmentable jobs are AI-exposed jobs in which AI enhances or supports human judgment and expertise on many tasks. Example jobs: surgeons, judges.[2]

Automatable jobs are AI-exposed jobs in which AI can carry out many tasks. Example jobs: software coders, customer service workers.

AI-exposed industries are industries that contain many job roles in which AI can be used. For example, software publishing is an AI-exposed industry, while logging is not.

We analyse AI exposure (the ability to use AI) as a proxy for AI uptake, though actual levels of AI uptake may lag AI exposure. As levels of AI usage grow, the effects we find in this report may be magnified.

1 We use Felten et al. methodology for identifying AI-exposed jobs (AI Occupational Exposure). Source. For more information, please see the Methodology Appendix.

2 We use the IMF's methodology for identifying jobs that are Augmentable or Automatable (Gen-AI: Artificial Intelligence and the Future of Work. 2024). For more information, please see the Methodology Appendix.

Let's meet two workers whose experiences show what the future holds for millions of workers, our data suggests. First, let's meet Amina. She is an information analyst, and AI is augmenting her analytical abilities. Amina now instructs AI agents to do research and draft reports for her, freeing her to spend more time interpreting and refining the reports, servicing clients, and developing new business. She has had to build new skills and be adaptable (she says she hasn't learned so much so fast since school), but she is now enjoying her job more and generating more revenue for her company.

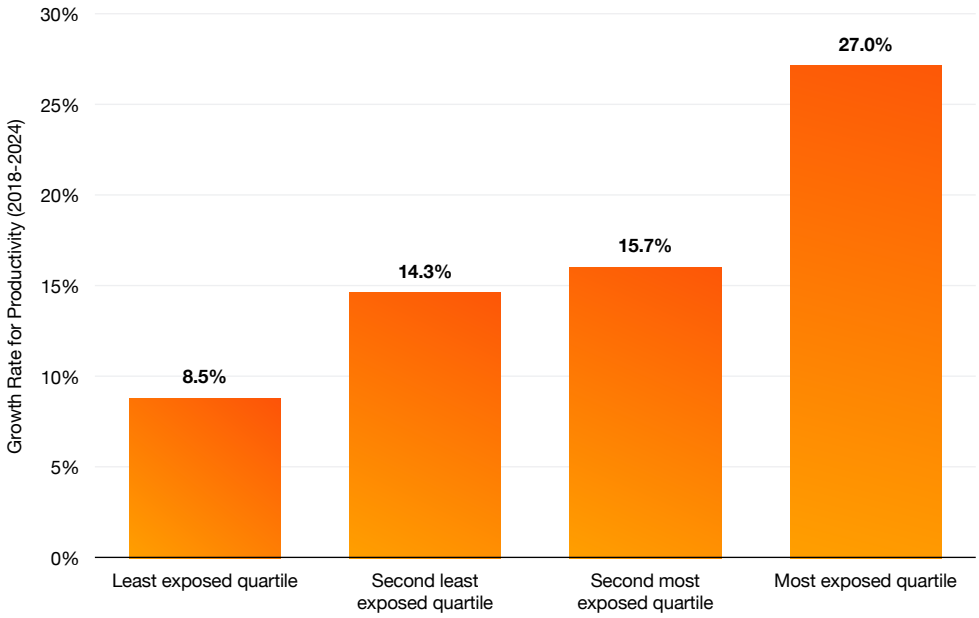
Next, let's meet John. John is a customer support agent, and AI is automating many parts of his role including handling the simpler queries John dealt with in the past. John worried that AI might replace him, but in fact AI has enhanced his capabilities. Now John helps customers with more complex queries like navigating tricky product issues or de-escalating tense situations with empathy. AI helps with these trickier situations too by, for example, automatically reviewing thousands of similar customer cases to suggest solutions. John's value to his company has grown from question handler to complex problem solver. John's experience shows that, while augmentation versus automation is a useful distinction, automation can actually serve to augment what workers can achieve.

Millions of AI-powered workers like Amina and John are helping companies create more value. Industries most exposed to AI – which means industries most able to use AI (software publishing, for example) - are achieving 3x higher growth in revenue per employee than in industries least able to use AI (such as logging).

"AI amplifies expertise. It doesn't replace your ability to think, it makes you a better thinker. It doesn't replace your ability to solve problems, it makes you a better problem-solver."

Matt Wood, Global and US Commercial Technology & Innovation Officer, PwC US

Industries most exposed to AI have 3x higher growth in revenue per employee

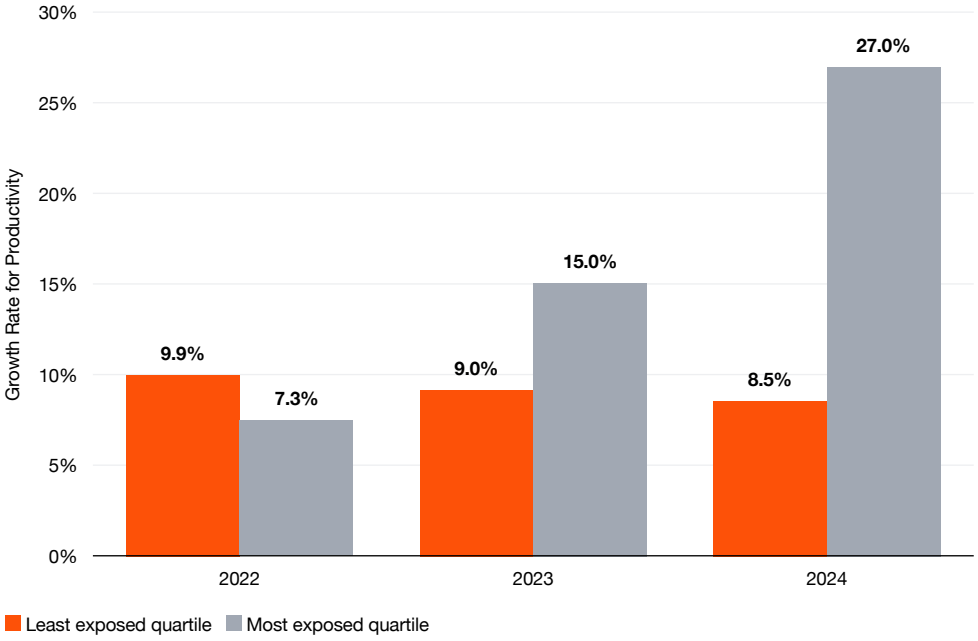


Productivity measured by revenue per employee 2018-2024. Source: PwC analysis, Orbis, Felten et al. AI Exposure index. We measure AI exposure (how readily AI can be used) rather than AI uptake. Includes data from all countries (14) with sufficient observation count.

Is AI really the cause of this surge in productivity? We can't prove causation with certainty, but we do know that revenue growth in AI-exposed industries accelerated sharply in 2022, the year that the launch of ChatGPT 3.5 awakened the world to AI's power. Since then, as companies have raced to leverage this technology, the value created in industries best positioned to use AI has skyrocketed.

In the space of two years, industries most able to use AI have changed from productivity laggards to leaders, suggesting that investments in AI are paying off. AI's promise is proving to be real, and we are only in the early days of AI adoption.

Since 2022, revenue growth in industries best positioned to adopt AI has nearly quadrupled



Source: PwC analysis, Orbis, Felten et al. Productivity growth is measured using a 2018 baseline.

Agentic AI: Workers can be more productive when supported by digital agents

AI agents are an advanced digital workforce capable of reasoning, executing tasks, understanding context, creating innovative solutions, and learning from their errors. For human workers, having AI agents is like having tireless, hyper-intelligent executive assistants who understand objectives, plan strategically, and drive action. Human workers can command teams of digital agents to get more done, faster - which helps to unlock new levels of productivity, innovation and efficiency. For example, an AI agent in sales can craft pitches, track leads, schedule meetings, and update CRM – so a human salesperson can close the deal.

Implications for business leaders – how to tap into productivity benefits

- **Put AI to work for your business** so you can tap into the benefits. This should be intrinsic to business strategy. AI isn't just about integrating new technology. It's about achieving powerful results, from managing entire business functions to developing new revenue streams.
- **Use AI for enterprise-wide transformation, not just individual use cases.** Many organisations are starting to use AI for isolated use cases. But the real benefit comes when AI is used to transform value creation at an enterprise-wide level.
- **Prioritise Agentic AI** which puts a team of digital agents at your workers' command, empowering your people to generate value in new ways, outcompete rivals, and create new revenue streams.

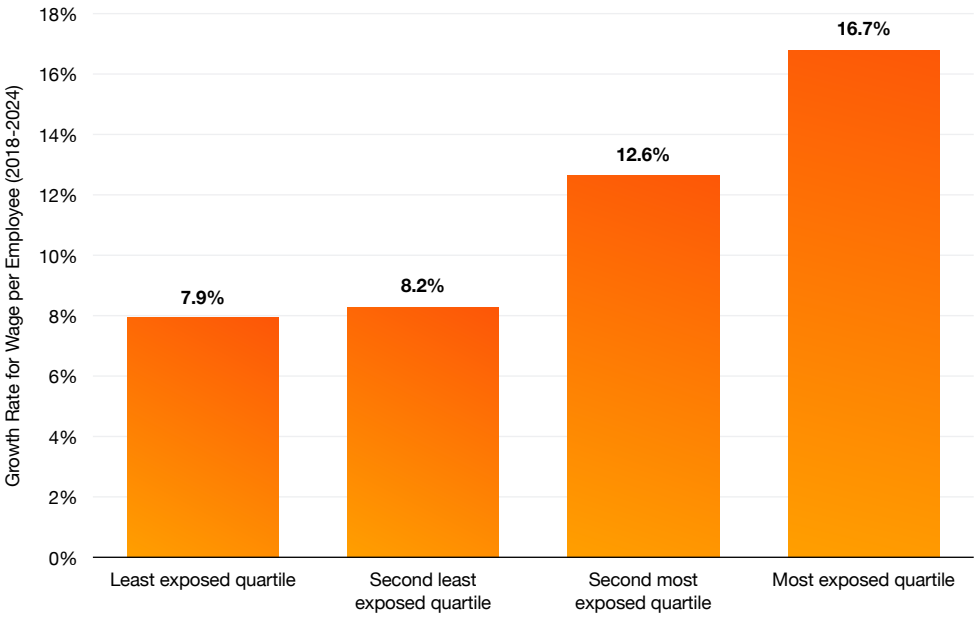
02 Wages are rising for AI-powered workers, even in the most highly automatable roles

What is happening to the wages of the world's Aminas and Johns and their colleagues? Wages are growing 2x faster in industries most vs least exposed to AI. It appears that as Amina and John create more value, their wages may be rising too.

2X

Wages are growing 2x faster in industries most vs least exposed to AI.

Wages are rising 2x faster in industries most vs least exposed to AI



Source: PwC analysis, Orbis, Felten et al.

The next point may surprise some people. Wages are rising even in the jobs that are most highly automatable by AI such as customer service agent. Automation can have different effects: it can displace people from roles, or it can change the nature of people's jobs, freeing them from automatable tasks so they can focus on other (often higher value) tasks. Our data suggests that, on the whole, automation is having the latter effect. Concerns that AI is devaluing automatable roles in the aggregate may be misplaced.

56%

On average, the wages of workers with AI skills are 56% higher.

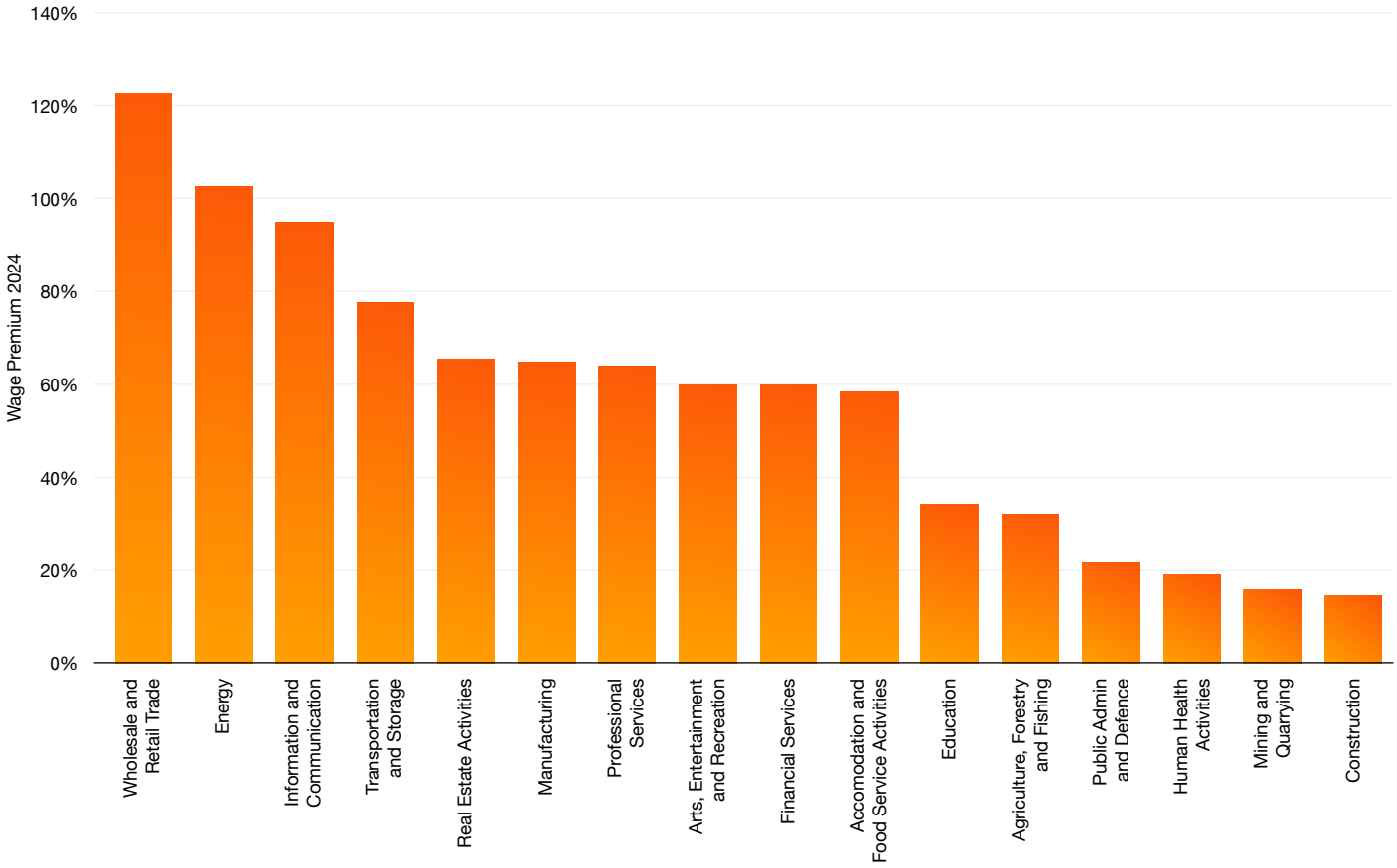
Wages are growing in both the most highly automatable and highly augmentable jobs

Chart shows growth in mean wages by AI complementarity (whether AI tends to automate or augment). Each dot represents an ISCO occupational category. 37 occupational categories shown which include over 400 sub-categories. Source: PwC analysis, ONS data.

The value that AI-powered workers bring is apparent in the wage premium for workers with AI skills (for example, machine learning or prompt engineering). We compared the wages of workers in a given occupation – logistics managers, for example – who differ only on whether they have AI skills. On average, the wages of workers with AI skills are 56% higher.[3] What's more, every industry we analysed pays wage premiums for AI skills.

3 Higher wages for workers with AI skills may reflect the scarcity of these people too, though scarcity alone does not translate to higher wages (if it did, then experts in rare specialities like medieval calligraphy would all be very well paid). To pay high wages, employers must place a high value on the skills employees bring.

Workers with AI skills command a 56% wage premium on average



Average wage premium for jobs listed with AI skills, 2024, by sector. See Methodology appendix for full list of AI skills. Source: PwC analysis, Lightcast data.

AI agents take on routine tasks so people can achieve more

Here are some real-world examples of how we've helped clients use AI agents to help their workforce create more value:

- A major technology company reimagined customer engagement by deploying an AI agent-powered, omnichannel contact centre. With predictive intent modelling, adaptive dialogue, and real-time analytics, the system reduced phone time by nearly 25%, cut call transfers by up to 60%, and boosted customer satisfaction by approximately 10%.
- A large hospitality company streamlined management of their brand standards across their global portfolio by deploying agentic workflows within a modern, AI-powered platform. Intelligent agents now automate updates, approvals and compliance tracking — reducing review times by up to 94%.
- A global healthcare company transformed cancer care by deploying agentic AI workflows across oncology practices. Intelligent agents streamlined clinical and operational processes — automating the extraction, standardisation and querying of unstructured documents. Results included a 50% improvement in access to actionable clinical insights and a nearly 30% reduction in staff administrative burden through AI-powered document search and synthesis. Learn more here.

03 The impact of AI on job numbers is complex

Does the advent of AI mean that some jobs, such as data entry clerk or software coder, may no longer exist in their previous forms? Yes, it does, and as we've seen many jobs may evolve into higher value roles (from data entry clerk to data analyst, for example). The critical questions for society are the following: are jobs being created faster than they are displaced, and do people have the skills to adapt to a changing jobs market.

Let's look at job numbers first. Job numbers are growing in virtually every type of AI-exposed occupation with only two exceptions at the global level (keyboard clerks, and information and communication technology professionals). However, job numbers are growing more slowly in occupations more exposed to AI (38% growth in the past five years) versus occupations less exposed to AI (65% growth in the past five years).

Job numbers in AI-exposed occupations are growing, though more slowly than in less exposed occupations

Change in demand by AI exposure for all jobs, 2019-2024, globally. Some countries excluded because data unavailable for full time period analysed (Hong Kong, Malaysia, Norway, South Africa, UAE, Brazil, Mexico.). We analysed 37 ISCO occupational categories that include 415 occupations. Source: PwC analysis, Felten et al, Lightcast data.

Is gentler job growth helpful as working age populations decline?

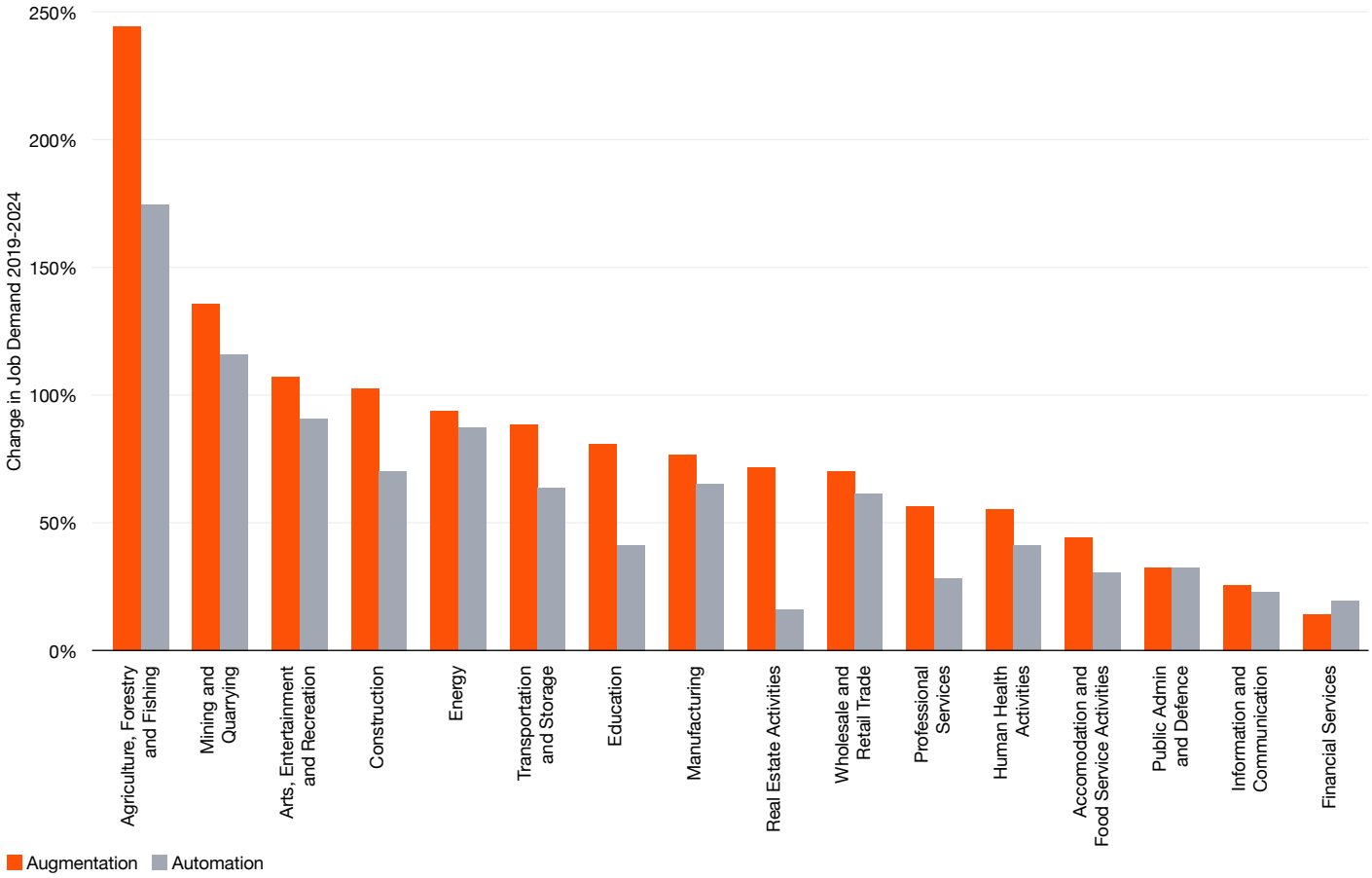
More than a quarter of the world's population now lives in countries with declining working age populations, and by the 2050s it will be more than half.[4] Gentler job growth in AI-exposed occupations could be helpful for countries with declining shares of working age people among their citizens. Could AI help to bring about a 'Goldilocks' era of job growth that is just right for the size of the working age population – and avert 'a looming economic crisis as older populations expand and the pool of workers shrinks'?[5]

4 Centre for Global development, cited in 'Where working age populations are shrinking,' Axios, Apr 2024.

5 'The baby gap,' Financial Times, Jan 2025.

Contrary to the concerns of some observers that AI could cause sharp reductions in job numbers (especially in automatable roles), job numbers are in fact growing for both automatable and augmentable jobs in all industries.

Job numbers are growing for both automatable and augmentable jobs in all industries



Sources: PwC analysis, Lightcast data, Felten et al, IMF. Shows average growth in job demand for augmented vs automated roles.

Job numbers have grown more slowly in industries that were the earliest and fastest adopters of AI such as financial services and information & communication. This makes sense given these early adopter industries have experienced gentler AI-linked job growth for longer.

One key to job creation continuing to outpace job displacement is 'thinking big' with AI which means using it not just to perform the jobs of the past but to create the jobs of the future. This also helps to maximise AI's value and impact for companies.

Implication for business leaders: AI as a growth strategy

Treat AI as a growth strategy, not just an efficiency strategy. We find that job numbers are growing in AI-exposed occupations, suggesting that companies are using AI not just to cut headcount but rather to help workers create more value. Companies who use AI only to reduce staff numbers may miss out on the much bigger opportunities to use AI to claim new markets or generate new revenue streams.

04 Thinking big with AI is key to maximising its positive impact for workers and companies

"The future of work isn't about doing less with fewer people—it's about doing more, better, together. By rethinking how tasks are distributed between people and AI, organizations can unlock productivity, spark innovation, and elevate the unique human skills that drive real value."

Joe Atkinson, Global Chief AI Officer, PwC US

'Thinking small' with AI means using it in a narrow, backward-looking way to perform tasks or deliver products as in the past. This approach traps us in a limited vision of what the technology can achieve - rather like if electricity had been used only to replace candles with 'electric candles' rather than help to create computing, telecommunications, satellites, air travel, and countless other innovations. Thinking small can tend to displace workers by limiting aspirations to reshaping existing practices – the 'already done' rather than the 'could be.'[6]

'Thinking big' with AI, on the other hand, means approaching AI as a transformative tool, using it to unlock new capabilities, products, and even industries. AI, if used with imagination, could spark a flowering of new jobs and new business models. For example, 2/3 of jobs in the US today did not exist in 1940, and many of these new jobs were enabled by advances in technology.[7]

Our data suggests that companies are so far thinking big with AI. Rather than using AI only to reduce headcount, companies appear to be using it to help many workers in even the most highly automatable roles to create more value.

Southwest Airlines AI system enables employees to solve complex problems rather than do routine tasks

Southwest Airlines collaborated with PwC to help modernize its crew attendance and leave management system so it could save time, reduce costs and lower risks. The project has also delivered the added benefit of enhancing the roles of some employees by enabling them to focus on critical thinking and innovation over routine tasks.

The airline's existing legacy system was slowing operations down as it became increasingly difficult to maintain and enhance the system, especially due to a lack of accurate documentation and an overreliance on tacit knowledge. GenAI capabilities were used to pull unique insights and requirements directly from the source code, reducing project planning time by half.

Marty Garza, Vice President, Air Operations Technology, Southwest Airlines, says: "Rather than replacing employees, these advancements freed up valuable time, allowing our teams to think critically, solve complex problems and drive innovation." Learn more here.

6 Erik Brynjolffson calls this narrow thinking the Turing Trap because, much like Alan Turing's challenge to make an AI that is indistinguishable from a human, it focuses our thinking on making AIs that mimic people.

7 New Frontiers: The Origins and content of new work. 2022. David Autor et al.

05 The skills earthquake is accelerating

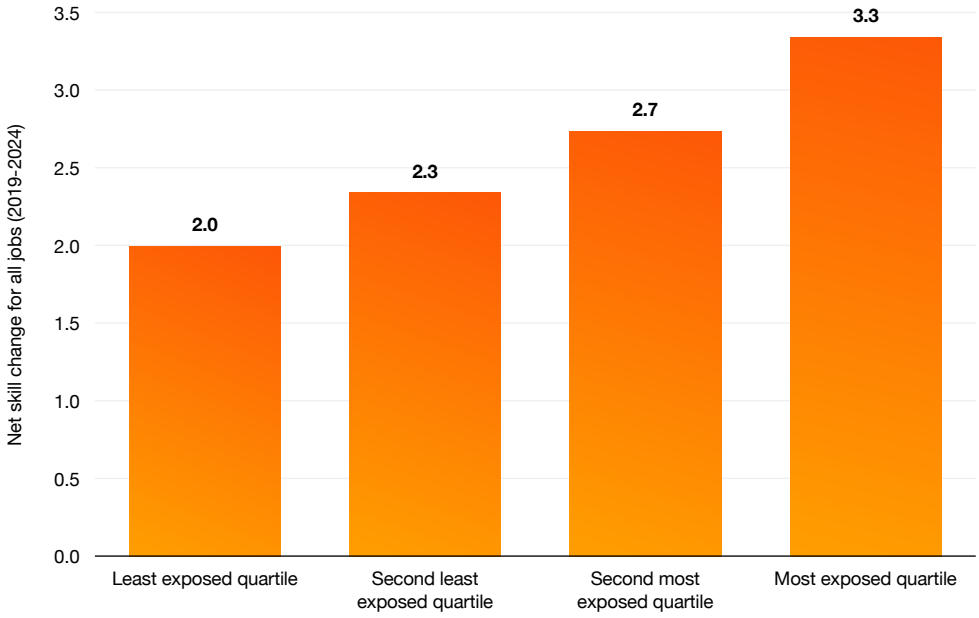
AI is creating rapid change in the skills required to succeed in AI-powered jobs. The skills sought by employers are changing 66% faster in jobs most vs least exposed to AI, more than 2.5x faster than last year. Paralegals, for example, have in the past needed the skills to manually review documents, summarise case law, and draft standard legal documents. Now that AI can support with those tasks, paralegals need the skills to operate AI tools and, more than ever, to demonstrate abilities such as critical thinking and collaboration.

66%

The skills sought by employers are changing 66% faster in jobs most vs least exposed to AI.

More than 2.5x faster than last year

Skills sought by employers are changing 66% faster in most exposed vs least exposed occupations – up from 25% last year



Source: PwC analysis, Lightcast data, Felten et al. Net skill change is the rate at which skills listed in ads for particular jobs change. See Methodology appendix for full explanation. Data filtered to remove highest net skill change outliers (greater than 20), occupations with AI Occupation Exposure value of 0, and occupations with net skill change of 0.

"There has been a narrative out there that AI is coming for jobs, and that can create a lot of fear and anxiety for workers. We know that every time we have an industrial revolution, there are more jobs created than lost. The challenge is that the skills workers need for the new jobs can be quite different. So the challenge we believe is not that there won't be jobs. It's that workers need to be prepared to take them."

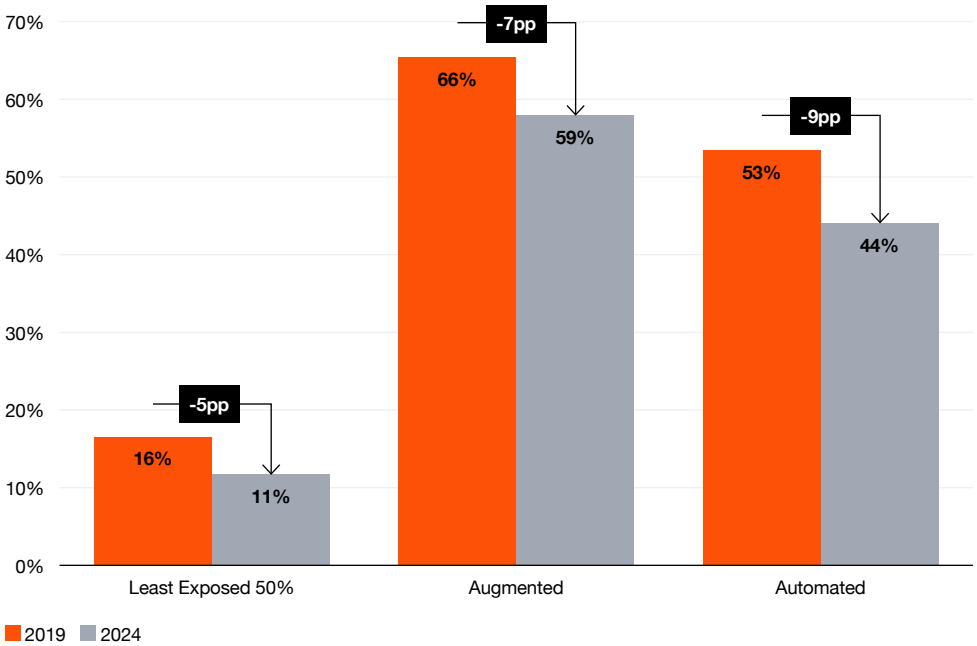
Carol Stubbings, Global Chief Commercial Officer, PwC UK

As employers support workers to acquire new skills at pace, they should also consider how to strengthen employee trust in AI. PwC research with the World Economic Forum, based on case studies of early adopters of AI, finds that building employee trust in AI is critical to successful use of the technology.

What it takes to succeed in AI-exposed jobs is changing in other ways. Employer demand for formal degrees is declining for all jobs but especially quickly for AI-exposed ones. Causes may include:

- AI helps people rapidly build and command expert knowledge (the 'democratisation of expertise') which could make formal qualifications less relevant
- Rapid skills change and knowledge turnover may mean formal degrees are more rapidly out of date
- Strong demand for people with AI skills may encourage employers to look beyond a limited pool of workers with formal training

Employer demand for degrees is declining faster for AI-exposed jobs



Source: PwC analysis, ILOSTAT, Felten et al. We calculate degree requirements as the percentage of jobs that explicitly state degree requirements divided by the total number of jobs that have education data. This analysis includes data from all countries in our study with sufficient quality data: Spain, New Zealand, Singapore, Netherlands, France, Canada, Australia, the US, Germany, the UK and Switzerland.

For workers, a greater emphasis on skills over degrees in hiring may help to democratise opportunity, opening doors for those who lack the time or resources to gain formal degrees. In AI-exposed fields, what matters is increasingly what people can do today, not what they studied in the past. To succeed, workers will likely need to demonstrate adaptability, tech fluency, and skills that complement AI like critical thinking. Training may continue to evolve toward micro, hands-on, and lifelong learning.

Implications for business leaders: skills, employee engagement and trust

- **Map the skills your workers have now, the skills that are needed, and how to close the gaps.** As AI creates huge churn in the skills workers need, build a clear, data-based picture of skills gaps and how to close them – for example, you could choose to hire, upskill, or rely on technology (sometimes called 'Buy, Build, or Bot').
- **Show your people how AI benefits them.** Many workers fear being made obsolete by AI. Help your people see that AI empowers them and embrace the technology – which is critical if AI is to help the organisation. Our findings demonstrate that AI can make workers more valuable, not less.
- **Unlock AI's transformative potential by building trust.** The growth dividend from AI is not guaranteed and depends on more than just technical success – it also hinges on responsible deployment, clear governance and public and organisational trust.

Core skills used to last 4 to 6 years. Now in an AI era we are talking about skills rapidly changing and morphing every 18 months, 12 months. To futureproof your workforce, we see organisations investing heavily in advanced people strategies to understand what skills they have today, what they need tomorrow, and how they're going to support people to upskill.'

Pete Brown, Global Workforce Leader, PwC UK

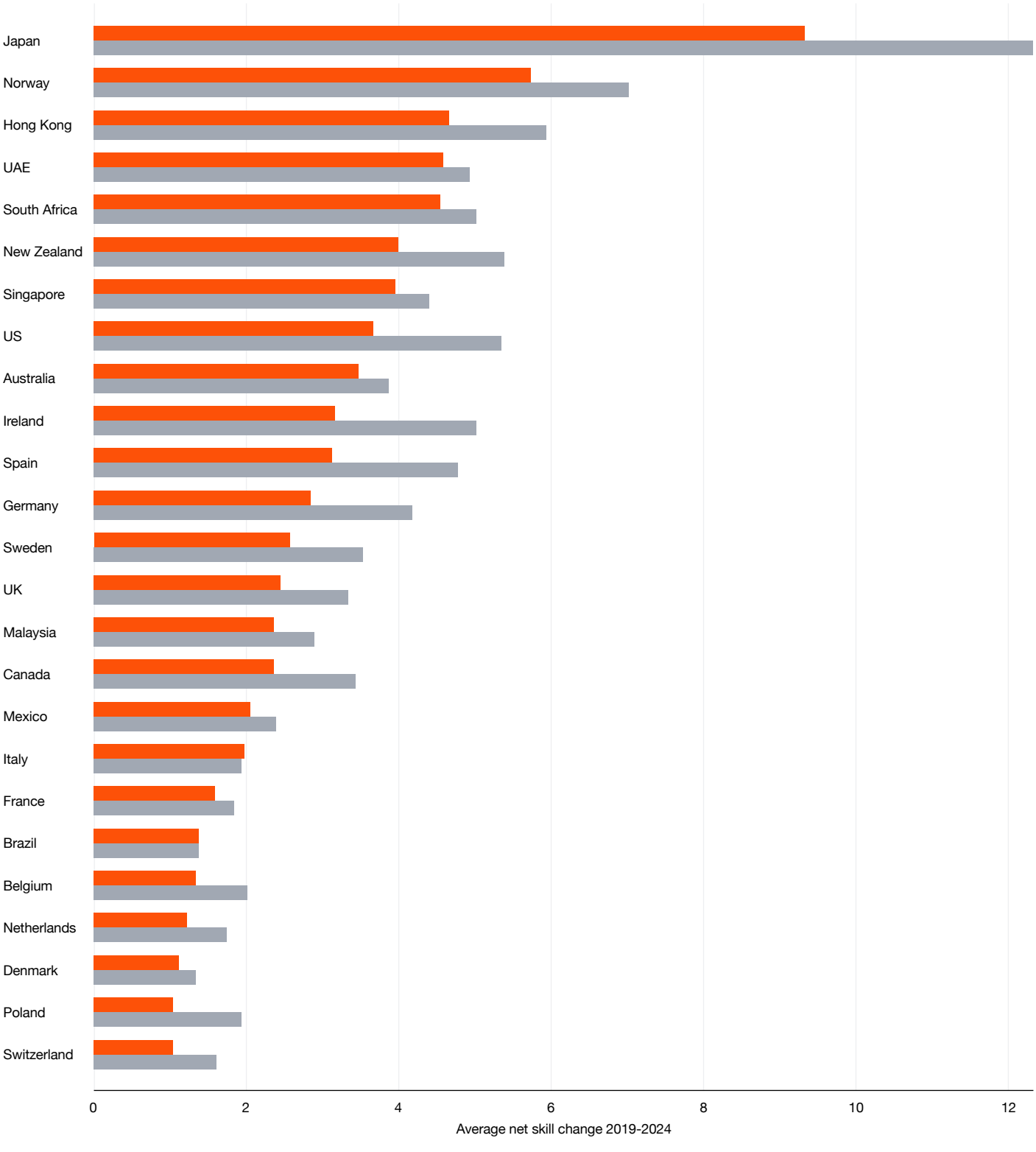
Business leaders should help their people navigate the profound AI-led skills transformation that has more than doubled in speed in the last year. This includes helping people build the skills to use AI systems and to navigate how AI is changing work to make it more complex, judgment-based, and creative.

06 AI may be upskilling automatable roles

Automatable roles are experiencing the greatest skills disruption as AI takes on some tasks including routine, repetitive ones. In contrast, jobs augmentable by AI are seeing more gradual skills change (though still faster than in less AI-exposed jobs), perhaps because the technology tends to support existing tasks rather than remove them.

Since automatable jobs are experiencing strong skills disruption – but growing wages and job numbers – our data suggests that automatable jobs are being reshaped to create more value, perhaps by shifting toward more complex or creative tasks.

Automatable roles are experiencing the greatest skills disruption in almost every country analysed



Sources: PwC analysis, Lightcast data, Felten et al, IMF. Data filtered to remove extreme outliers (occupations with a net skill change greater than 100). For some countries only 2021-2024 is available and included in our analysis: Hong Kong, Malaysia, Norway, South Africa, UAE, Brazil, Mexico. Global average net skill change for automatable occupations is 3.9 whilst the average for augmentable occupations is 3.0.

07 AI myth-busting

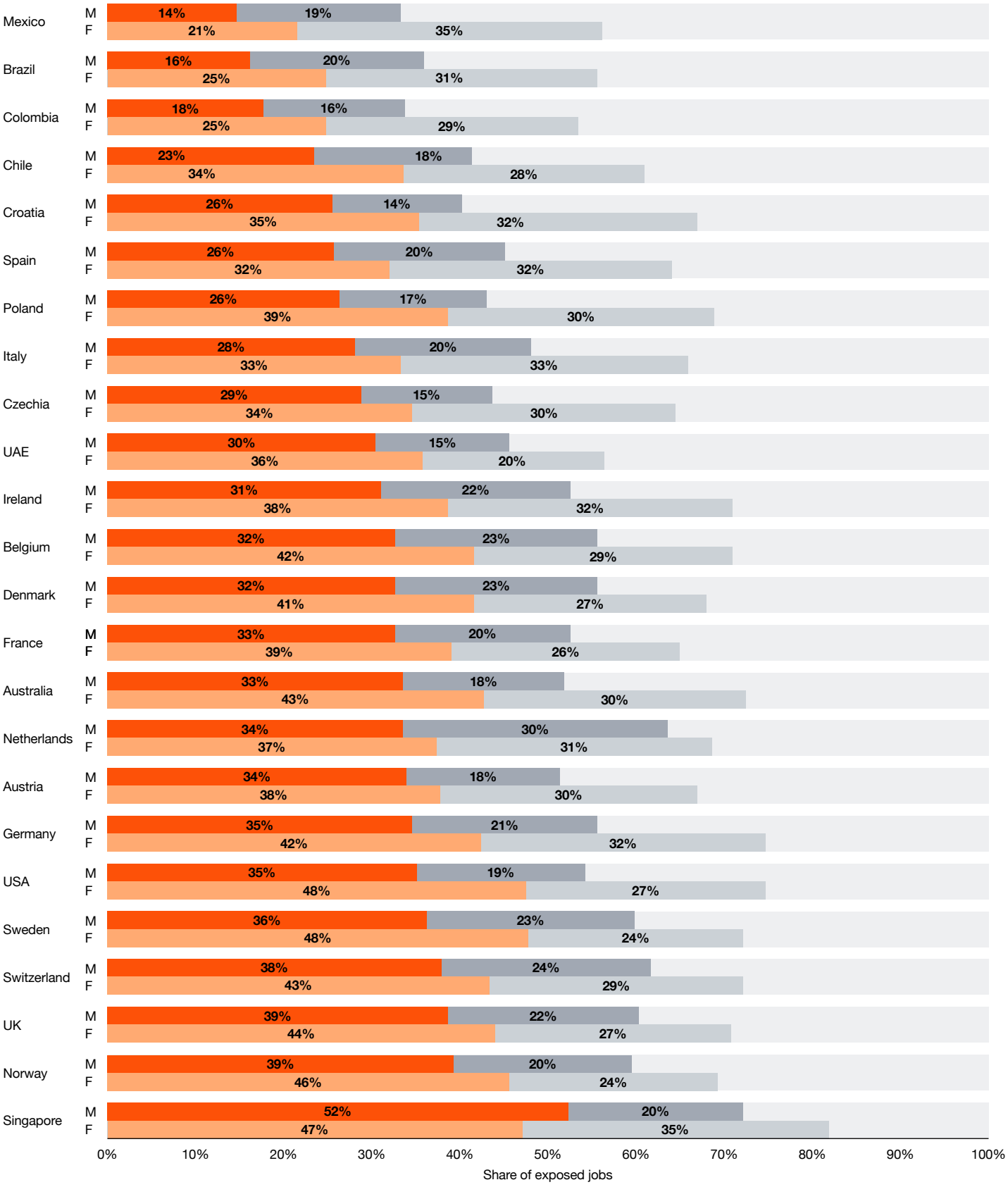
Our findings give us reason to challenge what may turn out to be myths about AI's impact.

Topic	Perception	Our data shows
Productivity	AI has not yet had a significant impact on productivity.	Industries most able to use AI are achieving 3x higher productivity growth using a productivity measure that goes straight to a company's bottom line–growth in revenue per employee.
Wages	AI can have a negative impact on workers' wages and bargaining power.	Wages are rising 2x faster in industries most exposed to AI vs least.
Job numbers	AI may lead to a decrease in job numbers.	Job openings are growing across AI-exposed occupations, albeit more slowly than in less exposed occupations.
Inequality	AI may exacerbate inequalities in opportunities and wages for workers.	Wages and employment numbers are rising for jobs augmentable and jobs automatable by AI. Employer demand for formal degrees is declining faster in AI-exposed jobs, creating broader opportunities for millions. However, as skills in these roles evolve rapidly, it's crucial to support all workers in acquiring competencies needed to thrive.
Skills	AI may 'deskill' jobs that it automates.	AI may be enriching automatable jobs, requiring more complex skills and decision-making.
Automation	AI may devalue jobs that it highly automates.	Wages are rising for both jobs automatable by AI and augmentable by AI. AI may be skilling *up* automatable roles at an even faster rate than augmentable roles, making automatable jobs more complex and creative.

08 Women have greater opportunities – and face greater risks – from AI

In every country we analysed, more women than men are in AI-exposed jobs. This means women have greater opportunities – and risks – from AI. As we have seen, AI can make workers more valuable, but the skills required to succeed in AI-powered jobs are changing 66% faster than in other jobs. If women can navigate the AI-linked skills earthquake, they could benefit from the AI revolution. However, PwC's 2024 Workforce Radar study shows women's AI adoption levels in the US significantly lag men's, suggesting women may need to accelerate AI skills growth to prosper in the AI era.

In every country analysed, more women than men are in AI-exposed jobs



Sources: PwC analysis, ILOSTAT, Felten et al, IMF. Data shown is for 2022.

09

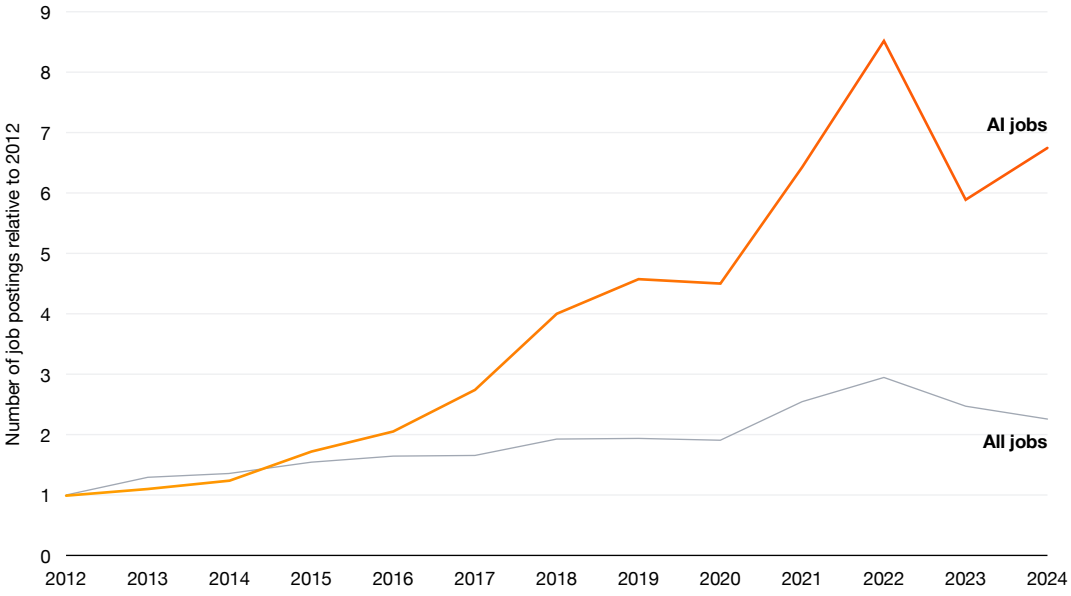
AI usage is accelerating in every industry

Jobs that require AI skills continue to grow faster than all jobs, rising 7.5% last year even as total job postings fell 11.3%. This finding indicates that business leaders see the value of AI and are prioritising AI investment. In fact, PwC's 2025 Global CEO Survey finds that half of CEOs see the integration of AI into business processes and workflows as their biggest priority over the next three years.

50%

PwC's 2025 Global CEO Survey finds that half of CEOs see the integration of AI into business processes and workflows as their biggest priority over the next three years.

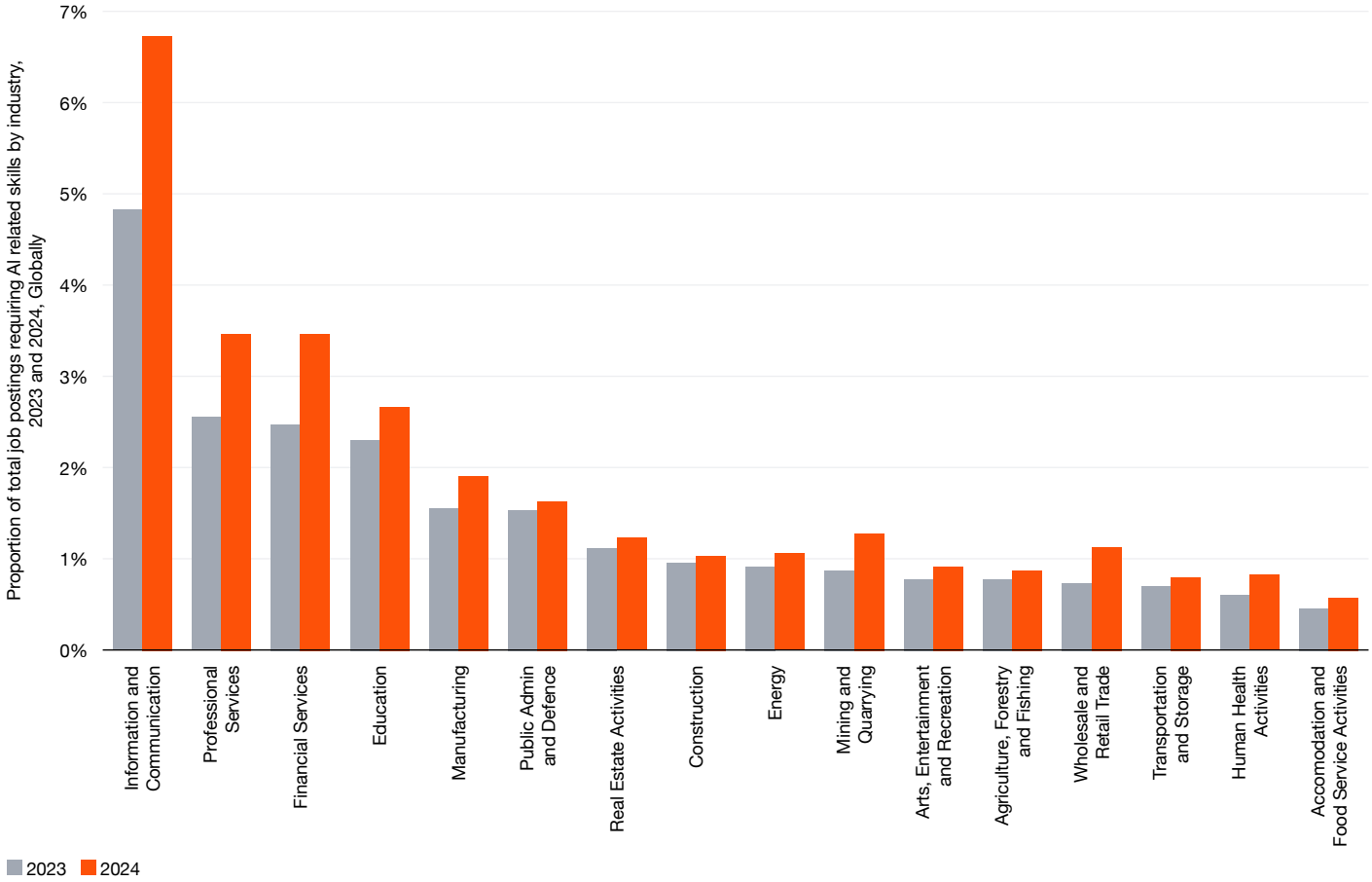
Jobs that require AI skills are growing while the broader jobs market shrinks



Source: PwC analysis, Lightcast

The share of jobs requiring AI skills is growing in every industry, suggesting AI usage is accelerating – even in industries less obviously exposed to AI such as agriculture and construction.

Demand for workers with AI skills is accelerating in all industries



Sources: PwC analysis, Lightcast data, Industry unknown and Activities of Extraterrestrial Organisations have been removed.

The share of jobs requiring AI skills is growing particularly rapidly in industries that were early leaders in hiring people with AI skills (Information & Communication, Professional Services, and Financial Services), suggesting these industries are seeing the benefits and are doubling down on investing in AI.

Workers at energy provider SSE create more value with GenAI tools

When the Risk, Innovation and Analytics team at energy provider SSE saw a demonstration of PwC's generative AI (GenAI) capabilities, they immediately recognised the potential benefits. Instead of painstakingly reviewing hundreds of pages of documents for 60-plus audits a year, they realised they could use GenAI to identify key information, allowing them to focus on more strategic, higher-level cognitive work.

PwC collaborated with SSE to pilot and customise a GenAI tool tailored to their specific needs that can process even unstructured data. As a result, SSE's audit team can now focus on more challenging problem-solving and strategic tasks rather than manual data processing – and bring more value to the organisation. Learn more here.

10

The fearless future

It is early days in the AI revolution, and no one can predict the future with certainty. However, our data suggests that AI can make workers more valuable, not less.

Revenue per employee – perhaps the most direct measure of the value workers create – has skyrocketed since 2022 and is growing 3x faster in industries most exposed to AI versus least.

Jobs that are 'automatable' are not being automated away at scale. Rather, the growing wages and robust job growth for automatable jobs suggest these roles are being reshaped to make people more valuable. Augmentable jobs too are experiencing rising job numbers and wages.

70%

of CEOs expect AI to transform how their company creates value

Source: PwC's 2025 Global CEO Survey

CEOs agree that the AI era is about value creation with and through workers. In our 2025 Global CEO Survey, 70% of CEOs expect AI to transform how their company creates value, and 82% say that AI has increased or caused no change in headcount. Workers too see the benefits of AI. More than 70% of workers who have used GenAI expect it to create opportunities to learn new skills, be more creative, and improve the quality of their work, while a minority (47%) think it could change the nature of their work in a negative way.

Looking to the future, the real challenge is not prediction but design. The choices we make will determine AI's impact. AI could help to expand middle income jobs if it is used to augment workers, for example by enabling those without advanced degrees to perform high-value decision-making tasks. This could vastly expand access to affordable healthcare, education, and more.[8]

Actions such as the following can support the continued use of AI to augment people: investment in human capital and upskilling, equitable access to AI tools, and policies that help to ensure the creation of new jobs outpaces the displacement of the old (for example, structuring taxes to avoid incentivising investment in technology over people[9]).

8 'Applying AI to rebuild middle class jobs,' David Autor, 2024, National Bureau of Economic Research working paper

9 The Turing Trap: The Promise & Peril of Human-Like Artificial Intelligence. Erik Brynjolfsson, 2022

In addition, it is critical to avoid the trap of low ambition. Instead of limiting our focus to automating yesterday's jobs, let's create the new jobs and industries of the future.

Perhaps most importantly, AI must be deployed in a way that earns public and organisational trust. If users do not trust that AI delivers high quality and ethically sound results, if workers do not trust that AI enhances their value to employers, and if society as a whole does not trust that AI is a net positive - then AI will not be adopted at scale, and it will have less power to create the jobs and industries of the future. This is supported by our macro-economic research which finds that the impact of AI on global growth could increase global GDP by 15% if AI earns trust and widespread adoption. The modelling suggests much lower benefits in scenarios with lower trust – around 1% GDP growth.

Our view is neither that of a tech utopian nor a doomsayer. Rather, our view is that with intentional design – of both the technology and the institutions, policies, and decisions around it – AI can empower workers, raise productivity, and increase shared prosperity. This is the key to a 'Fearless Future.'

2025 Global AI Jobs Barometer

pwc.com/aijobsbarometer