

FUTURE OF WORK

92 Million Jobs Will Disappear by 2030.

Arguing about it won't save yours. What the actual research says about where human judgement still holds value, and what to do about your own exposure starting this quarter.

BY TERENCE KOK

Four things worth knowing before the next hot take

- 01 The real numbers, and what the net figure hides
- 02 The historical base rate, and why it isn't a permission slip to wait
- 03 Where human judgement still holds the line
- 04 Three things to actually do this quarter

92 MILLION JOBS BY 2030



170M ↔ 92M

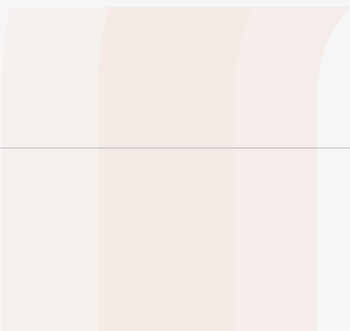
**New jobs the World Economic Forum expects by 2030,
against 92 million displaced. Net: +78 million.**

Based on a survey of 1,000+ employers representing 14 million workers across 55 economies. World Economic Forum, Future of Jobs Report 2025.

92 MILLION JOBS BY 2030

THE REAL NUMBERS

04 / 10





300M

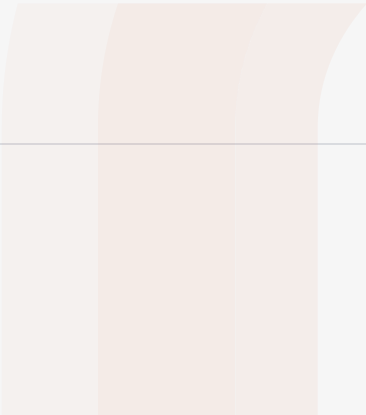
Full-time jobs' worth of tasks exposed to generative AI automation globally.

Not 300 million people fired. 300 million jobs' worth of tasks, spread unevenly across a much larger number of people. Goldman Sachs Global Investment Research, 2023.

92 MILLION JOBS BY 2030

THE HISTORICAL BASE RATE

05 / 10



60%

Of US employment in 2018 sat in job titles that did not exist in 1940. Rising to 74% among professional occupations.

Autor, Chin, Salomons & Seegmiller, Quarterly Journal of Economics 2024. The categories that absorb this disruption mostly haven't been invented yet either.

92 MILLION JOBS BY 2030

WHAT THE NET NUMBER HIDES

06 / 10

A net figure is a subtraction. Subtraction erases the two things it subtracted.

The 92 million roles displaced by 2030 aren't held, in the main, by the same people hired into the 170 million new ones. 39% of core job skills are expected to change in the same five-year window, and 85% of employers named the resulting skills gap their single biggest barrier to deploying AI, ahead of budget and infrastructure. World Economic Forum, Future of Jobs Report 2025.

92 MILLION JOBS BY 2030

WHERE JUDGEMENT STILL HOLDS

07 / 10

Five categories the research actually supports

01

02

Consequence-bearing judgement

Someone has to be named when a call goes wrong

03

Trust built through repeated contact

Where the relationship is the product, not a wrapper

05

Synthesis without a shared dataset

Information never written down anywhere a model could train on it

Dexterity in unstructured settings

Robotics still trails language models by a wide margin

04

Combined technical and social skill

Deming, QJE 2017: this pairing has been paid a premium since 1980

92 MILLION JOBS BY 2030

THE PULL QUOTE

08 / 10



Waiting for someone to publish a list of “AI-proof jobs” has never once worked as an individual strategy, in any transition on record.

The people who end up in the new categories are the ones already building toward them before the category had a name.

92 MILLION JOBS BY 2030

THIS QUARTER, NOT EVENTUALLY

09 / 10

Three things worth doing before the next debate

01 Audit your week at the task level

Not the job level. Write down every task, mark what a model already does competently today.

02 Move toward the adjacent category first

Before it has a name. Waiting for the destination to be confirmed has never been the winning move.

03 Build the combined skill the market already pays for

Real technical competence paired with the social skill to coordinate and negotiate, not either alone.

92 MILLION JOBS BY 2030

LET'S TALK

10 / 10

**Complaining about the shift
changes nothing about your
position inside it.**

Read the full piece, the sources, and the Return on Employee framework at terencekok.com.



Terence Kok

AI & Innovation Strategist

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