

5 trends shaping the talent landscape in 2019

Plan for the future with key insights on the global workforce



About this report

The talent landscape is increasingly dynamic and competitive. Skills that didn't exist five years ago now dominate as top skills and [nearly 60% of employers](#) struggle to fill job vacancies within 12 weeks.

Keeping up with the global workforce is challenging, and company leaders are asking themselves—and you as their talent experts—tough questions about the state of the labor market.

To help you plan for the year ahead, we've compiled insights so you can gain a better understanding of:



Talent pool trends

What are the top emerging skills and who's developing them?



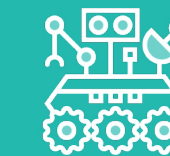
Global migration trends

What cities are attracting company expansions?



Gender diversity insights

How wide is the female leadership gap?



Future of work

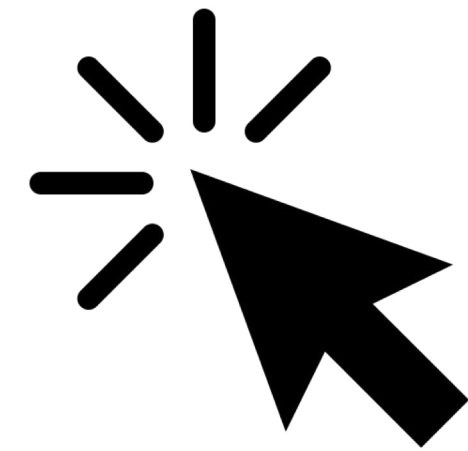
What are today's top emerging jobs?



Multi-generational workforce

Which industries are attracting the most millennials?

How this report works

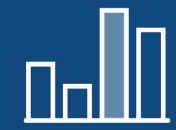


On the next page, click on the trend or question you're interested in exploring.

Explore the insights



Click on any of the boxes to
the right to learn more.



Talent Pool Insights

What are today's
top emerging
skills?

How can I expand
my talent pool for
hard-to-find skills?

Who is
developing these
skills?



Global Migration Trends

Which cities are
attracting
company
expansions?

How is Software
Engineering talent
migrating globally?

How is global
talent migrating
to the US?



Gender Diversity Insights

How wide is the
female leadership
gap?

Does female
representation in
the C-Suite matter?

Are schools
producing more
female STEM
talent over time?

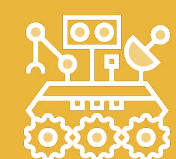


Multi-Generational Workforce

Which industries
are attracting
more
millennials?

What unique skills
do different
generations bring?

How does job-
switching
behavior vary by
generation?



Future of Work

What are today's
top emerging
jobs?

Which industries
are adopting data
science & machine
learning?

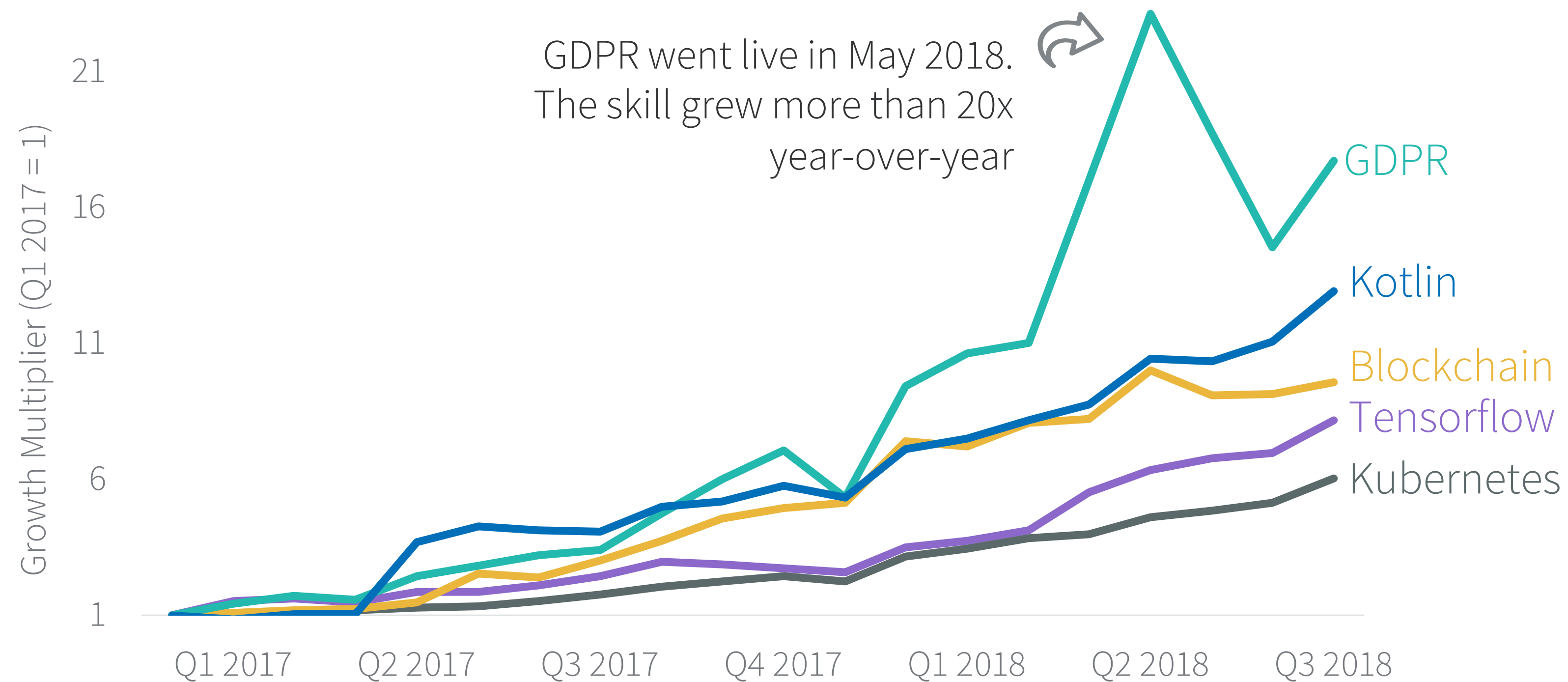
How is HR
adopting
analytics?

Talent Pool Insights



What are today's top emerging skills?

Skill Population Growth (2017 – Present)



Tech skills, some of which did not exist 5 years ago, dominate the top emerging skills in the past year

With rising supply & demand growth, these skills are trending and may be harder to hire for

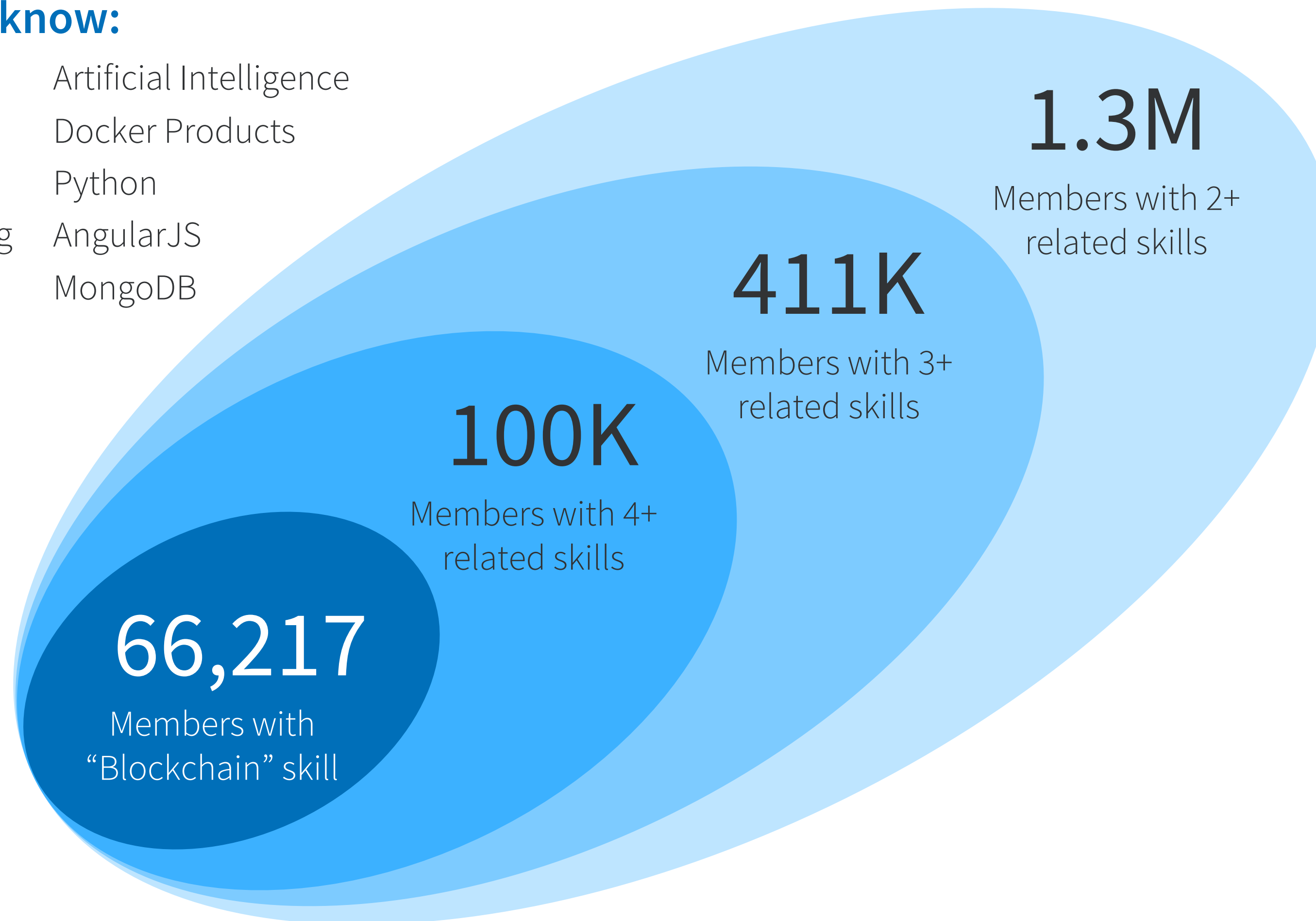
- Emerging skills are based on weighted mix of relative supply growth, demand per member, and overall market demand growth in the past 12 months. Demand per member is calculated by the average number of recruiter InMails received per member over the past 12 months.
- Skills must be in the top 5,000 skills by current supply to be considered.
- Includes only skills explicitly listed by a member on their LinkedIn profile.



How can I expand my talent pool for hard-to-find skills?

People who know Blockchain also tend to know:

Cryptocurrency	Artificial Intelligence
Bitcoin	Docker Products
Node.js	Python
Machine Learning	AngularJS
FinTech	MongoDB



Expanding your search for skills related to Blockchain can increase your talent pool by **20x**

Skill-searching can widen your pool of qualified candidates, and identify members with high propensity to learn new skills

- Related skills are skills which are commonly listed by people with "Blockchain" as a skill, but less common among people without this skill
- Includes both skills explicitly listed on a member's profile and implicit skills derived from member profile keywords
- Skills held by fewer than 30,000 members globally have been excluded.



Who is developing these skills?

28K+

Members have taken the
"Blockchain Basics"
course on LinkedIn
Learning in the past year

What they do:

- Software Engineer
- IT Consultant
- Salesperson
- Business Strategist
- Project Manager

Top Industries:

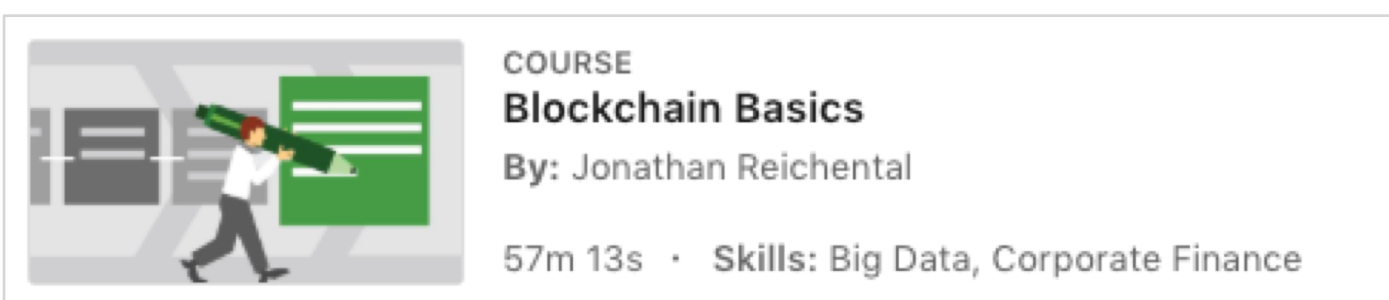
- Information Technology
- Financial Services
- Computer Software
- Banking
- Management Consulting

Top Companies:



Learners across tech
and corporate roles
from a variety of
industries are actively
developing Blockchain
skills

How are you equipping your
workforce to upskill on critical
emerging skills?




























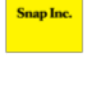


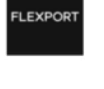











Global Migration Trends



Which cities are attracting company expansions?

Top 10 cities attracting company expansions (L12M)

Rank	Location	# Company Expansions	Primary Expansion Function	Top Company Expansions
#1	 Mumbai	<div><div></div></div>	Engineering	  
#2	 Wichita, Kansas	<div><div></div></div>	Operations	  
#3	 New York City	<div><div></div></div>	Sales	  
#4	 Bengaluru	<div><div></div></div>	Engineering	  
#5	 New Delhi	<div><div></div></div>	Engineering	  
#6	 Chennai	<div><div></div></div>	Engineering	  
#7	 London	<div><div></div></div>	Sales	  
#8	 Los Angeles	<div><div></div></div>	Operations	  
#9	 Hyderabad	<div><div></div></div>	Engineering	  
#10	 Dallas/Fort Worth	<div><div></div></div>	Operations	  

Company expansions in India are primarily driven by Engineering talent, while expansions in the US are mostly Operations outposts

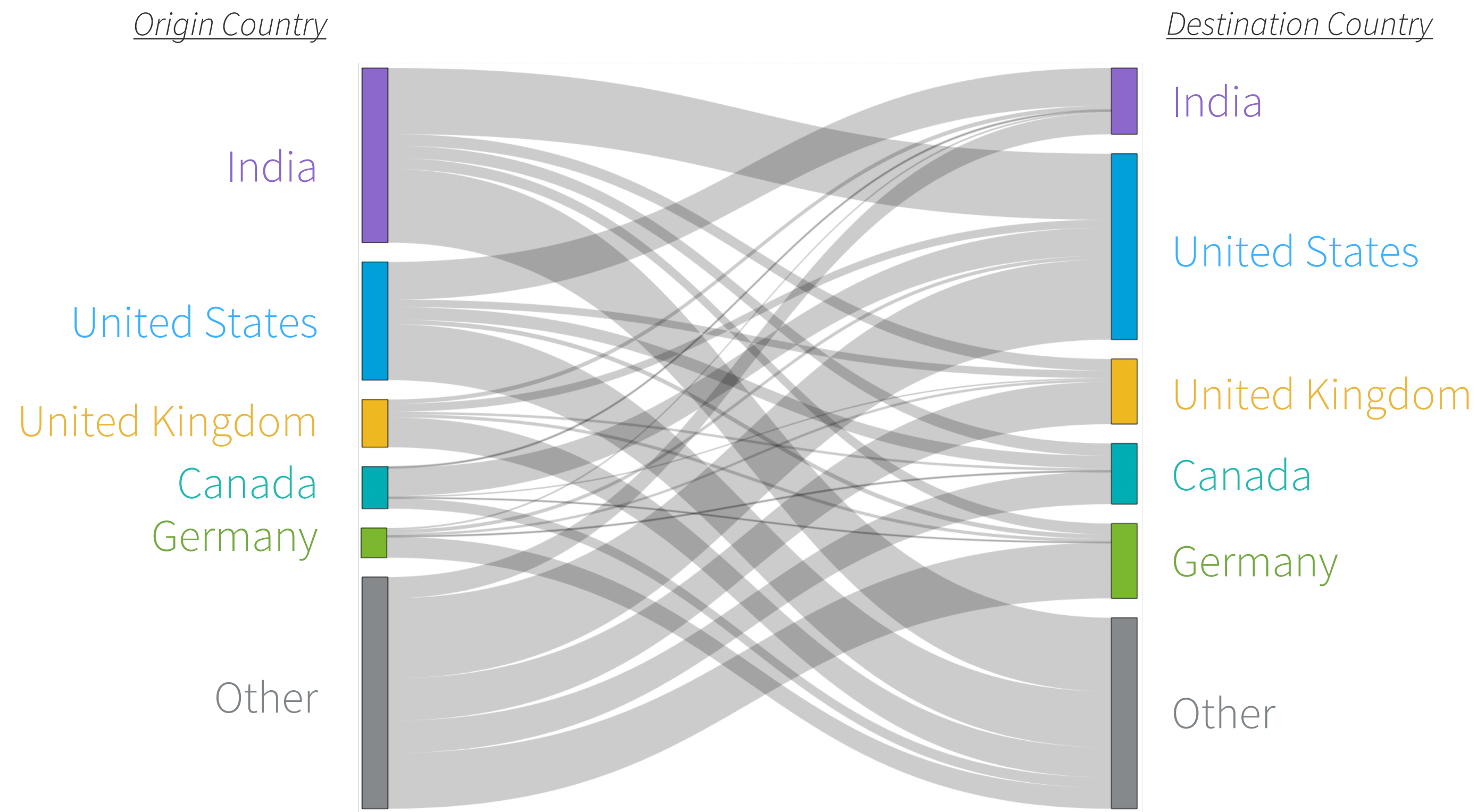
How do your business & talent strategies inform your geolocation decisions?

- Company expansions calculated by employee headcount growth in cities outside of a company's headquarters.
- Employees in region must have grown from <20 to 50+ in the last three years to be considered
- Excludes companies without known HQ locations and companies with fewer than 500 employees
- Companies in the Retail, Hospitality, and Restaurant industries were excluded



How is Software Engineering talent migrating globally?

Migration of Software Engineers in L12M
Top 5 Countries by talent inflow highlighted



Movement between India and the US is driving the majority of Software Engineering talent migration

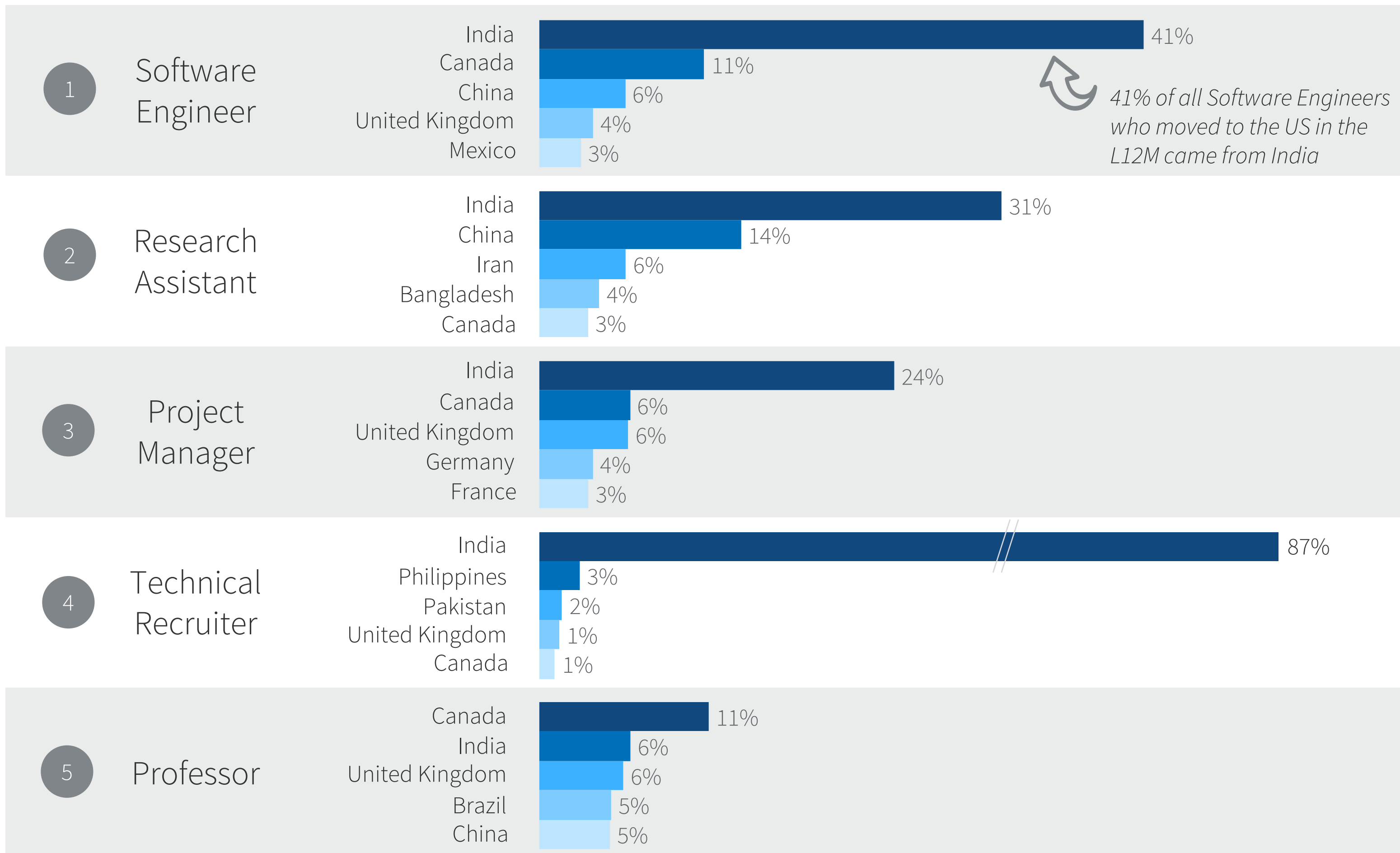
How are global migration patterns impacting your business & talent strategies?

- 'Other' category includes 200+ other countries with Software Engineering talent migration in the L12M outside of the 5 highlighted countries



How is global talent migrating to the US?

Source countries for top 5 occupations migrating to the United States



India, Canada, and China are the largest sources of talent for top roles migrating to the US

How can you make a global workforce your competitive advantage?

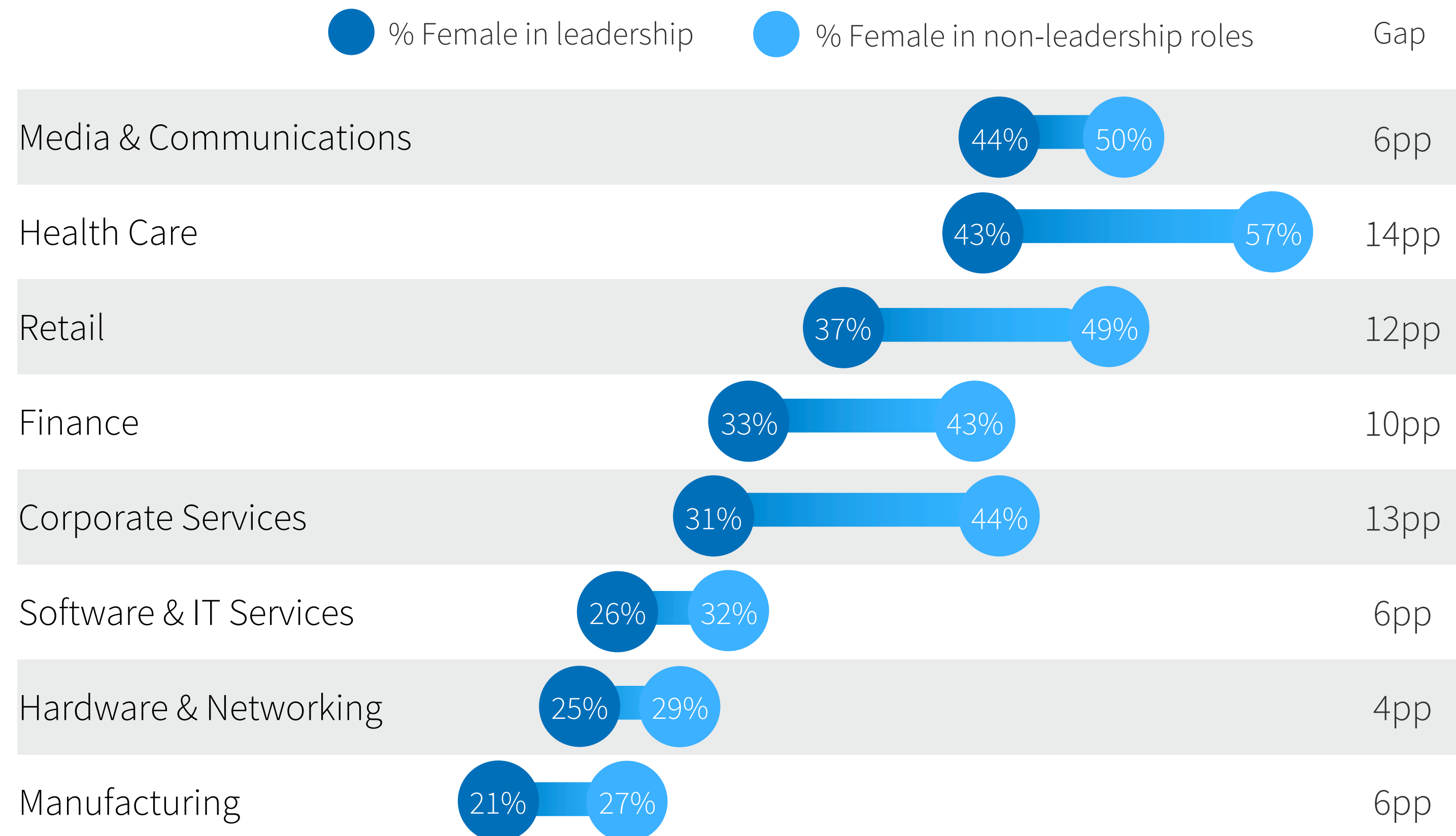


Gender Diversity Insights



How wide is the female leadership gap?

Female leadership gap by industry



The widest female leadership gaps are in Healthcare and Corp Services, while Tech and Manufacturing have low female representation overall

How is your organization addressing the female leadership gap in your industry?

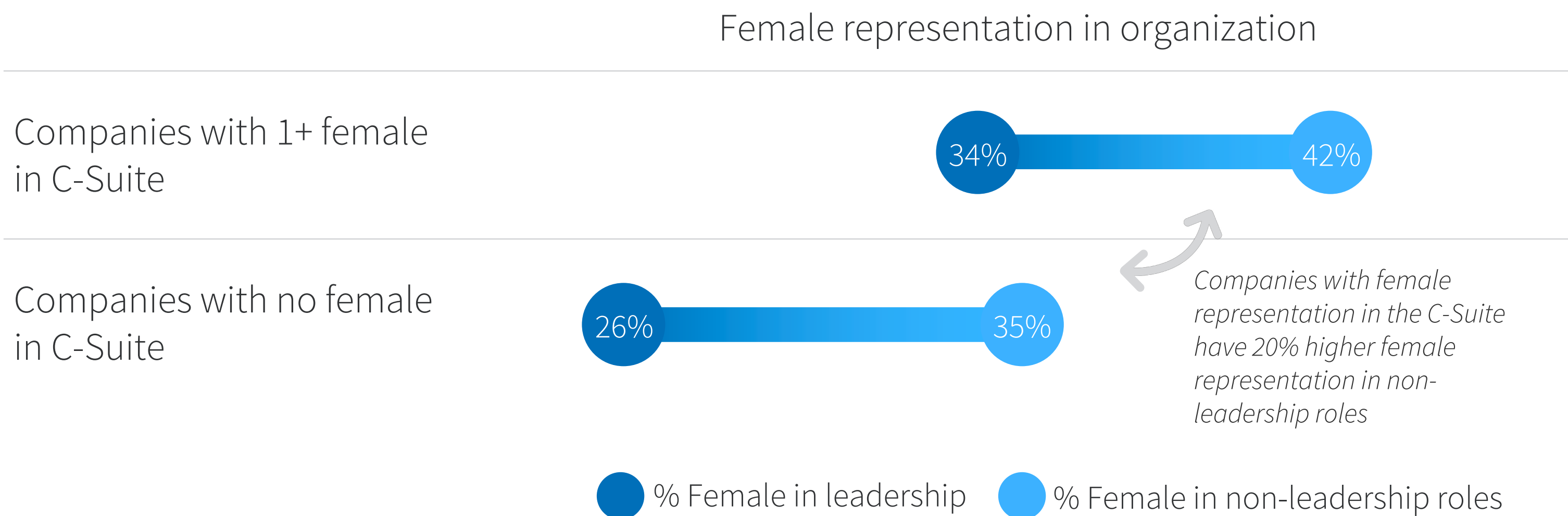
- Gender identification is based on inference by a member's first name. Only industries with 66%+ employees with known gender are included
- Leadership roles refer to positions that are Director-level and above
- Excludes companies with fewer than 500 full-time employees



Does female representation in the C-Suite matter?

Female representation

in companies with and without female C-Suite representation



Companies with female representation in the C-Suite tend to have more equal gender balance across the organization

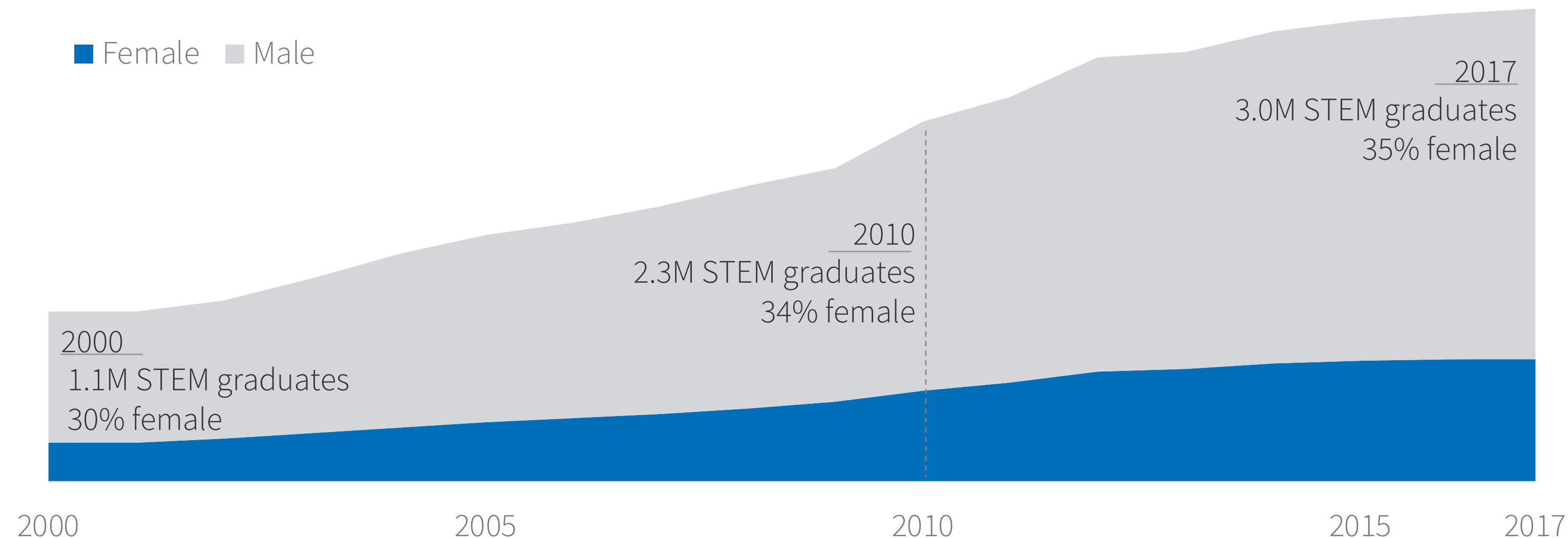
How is your organization attracting gender diverse talent and empowering them to lead?

- Weighted sample size: companies with 1+ female in C-Suite (64%), Companies with no female in C-Suite (36%)
- Gender identification is based on inference by a member's first name. Only industries with 66%+ employees with known gender are included.
- C-Suite roles refer to positions that are CXO (Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, etc.), Partner, or Owner
- Leadership roles refer to positions that are Director-level and above
- Excludes companies with fewer than 500 full-time employees



Are schools producing more female STEM talent over time?

STEM graduates over time



While the volume of female STEM graduates is on the rise, females continue to be underrepresented in this field

Top schools producing female STEM graduates

AMERICAS

University of North Carolina at Chapel Hill
University of Connecticut
New York University
University of California, Davis
Western University

EMEA

University of Copenhagen
King's College London
Utrecht University
University of Glasgow
The University of Edinburgh

APAC

National University of Singapore
University of the Philippines
University of Sydney
University of Melbourne
Nanyang Technological University

NAMER and EMEA have seen a ~3% decline in female STEM graduates YoY, but APAC has driven global growth with a 10% increase in the last year

- Gender identification is based on name matching. We are only taking into account universities where >66% of their employees' gender are known to us
- STEM is defined as any LinkedIn member that has a field of study specified on their profile in the areas of: Science, Technology, Engineering and/or Mathematics; Social Sciences (Anthropology, Economics, Psychology, etc.) were not included
- Top schools by number of female STEM graduates in the last 12 months – Schools included must have 5000 total graduates with known gender, and 2000 STEM graduates with known gender; schools operating primarily online have been removed

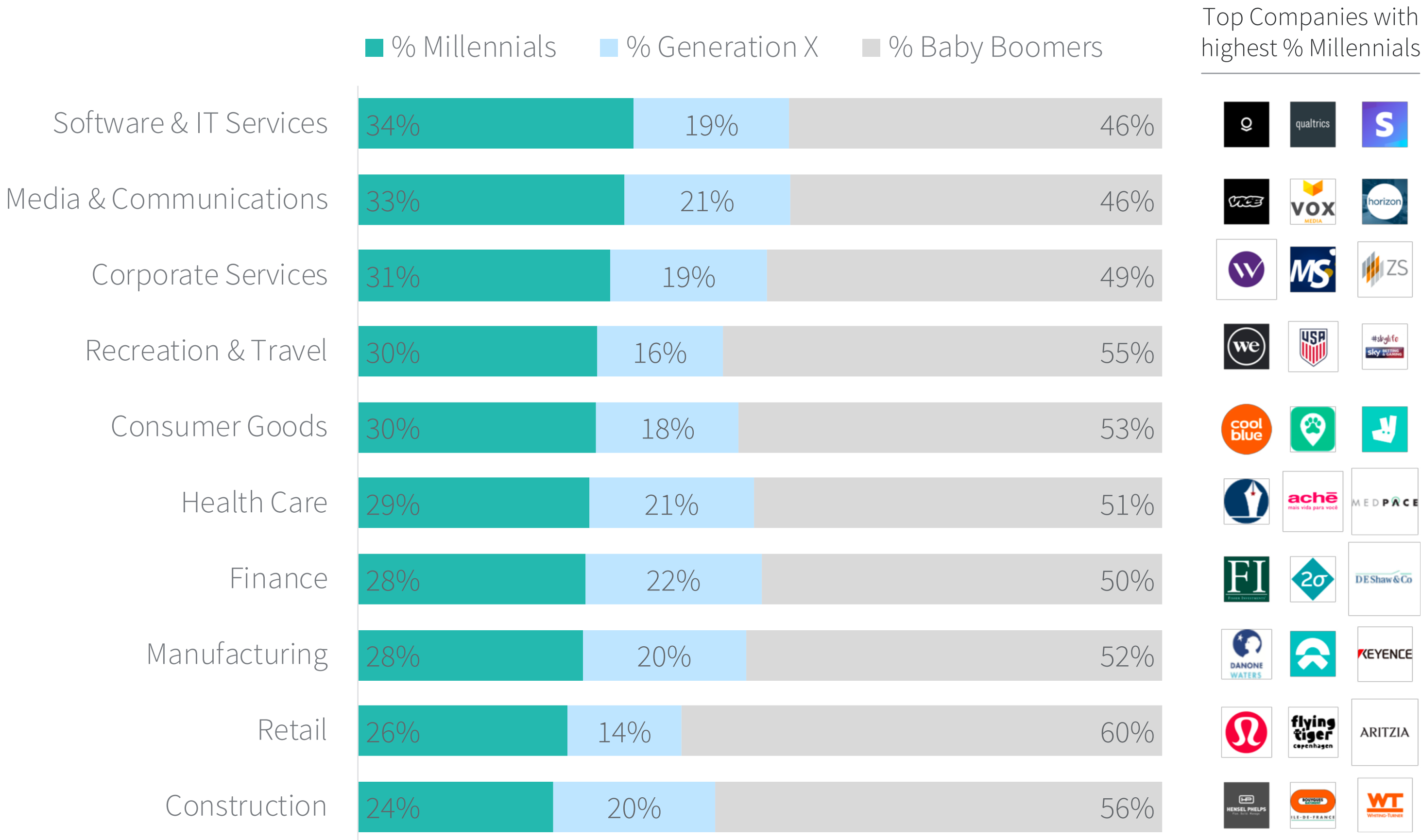


Multi- Generational Workforce



Which industries are attracting the most millennials?

Generational composition by industry



Software, Media, and Corp Services employ the highest % of millennials, while Gen X-ers are flocking to roles in Finance and Healthcare

How is your company attracting the millennial workforce?

- Analysis includes members in top 20 countries and top 10 industries by member count
- Member generation inferred by combination of education end date and career begin date (Baby Boomers born between 1946 and 1964, Gen X born between 1965 and 1980, and Millennials born between 1981 and 1996)
- Members whose age could not be inferred are excluded from the analysis



What unique skills do different generations bring?

	Baby Boomers	Generation X	Millennials
Top Unique Skills	<ol style="list-style-type: none">1 Nursing2 Sales Management3 Electrical Wiring	<ol style="list-style-type: none">1 Business Process Improvement2 Program Management3 Product Development	<ol style="list-style-type: none">1 Adobe Photoshop2 Data Analysis3 Java
Fastest Growing Skills <i>(last 6 months)</i>	<ol style="list-style-type: none">1 Google Suite2 GDPR3 ASP.NET Core	<ol style="list-style-type: none">1 Angular Material2 Salesforce Sales Cloud3 GDPR	<ol style="list-style-type: none">1 Salesforce Sales Cloud2 Angular Material3 Instagram Marketing

Millennials are most likely to hold digital and data-related skills today, but tech skills are rapidly on the rise across all generations

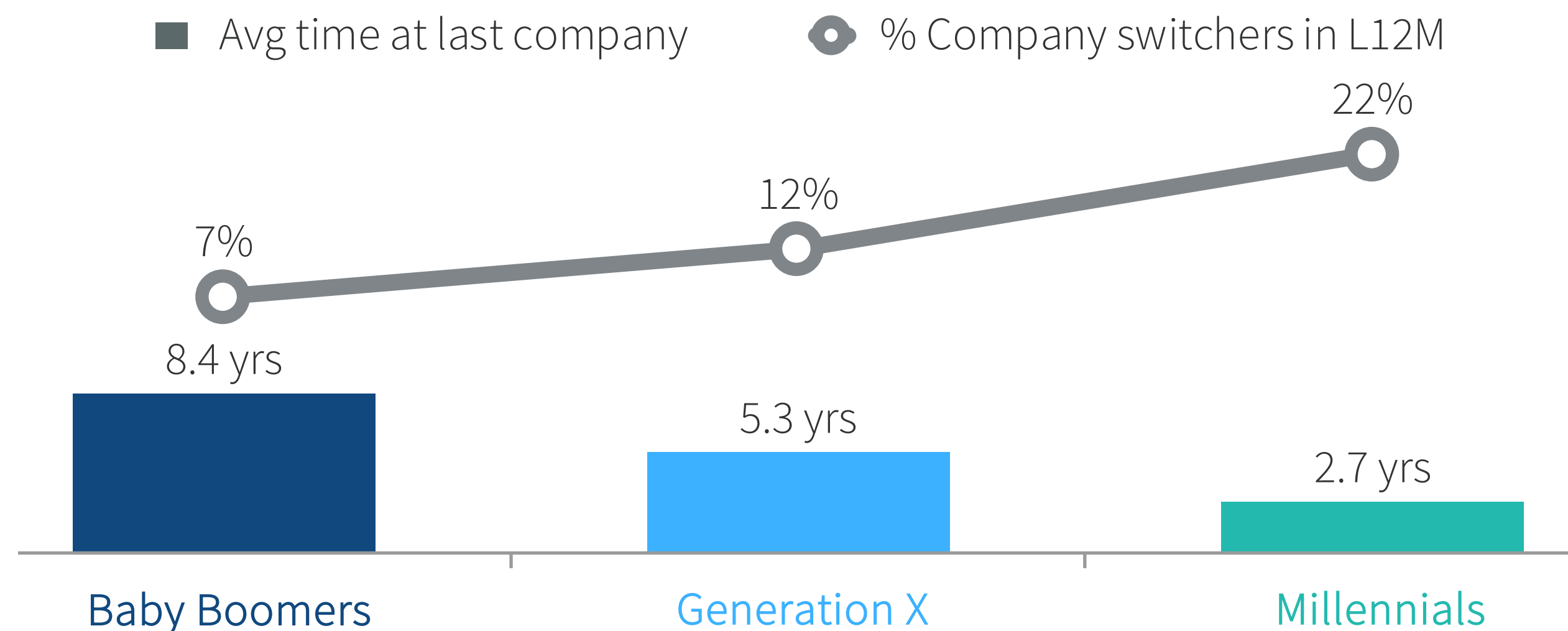
How is your business planning to keep up with diverse skills trends across a multi-generational workforce?

- Member generation inferred by combination of education end date and career begin date (Baby Boomers born between 1946 and 1964, Gen X born between 1965 and 1980, and Millennials born between 1981 and 1996)
- Members whose age could not be inferred are excluded from the analysis
- Top unique skills by generation calculated by largest delta between % skill holders compared to other two generations



How does job-switching behavior vary by generation?

Company tenure and job-switching behavior



Top Employer Value Propositions

Over-index on	Open and effective management	Flexible work arrangements	Opportunity for rapid advancement within the company
Under-index on	Opportunity for rapid advancement	Opportunity for rapid advancement within the company	Role that meaningfully impacts the company's success

Younger generations are switching jobs more frequently and stay with a single company for less time

Millennials prioritize opportunities for rapid advancement, while Gen X-ers and Baby Boomers rate flexible work arrangements and open and effective management more highly

- Member generation inferred by combination of education end date and career begin date (Baby Boomers born between 1946 and 1964, Gen X born between 1965 and 1980, and Millennials born between 1981 and 1996)
- Members whose age could not be inferred are excluded from the analysis
- Source: September 2017 Annual LinkedIn Employer Value Propositions Survey of 350K+ LinkedIn members

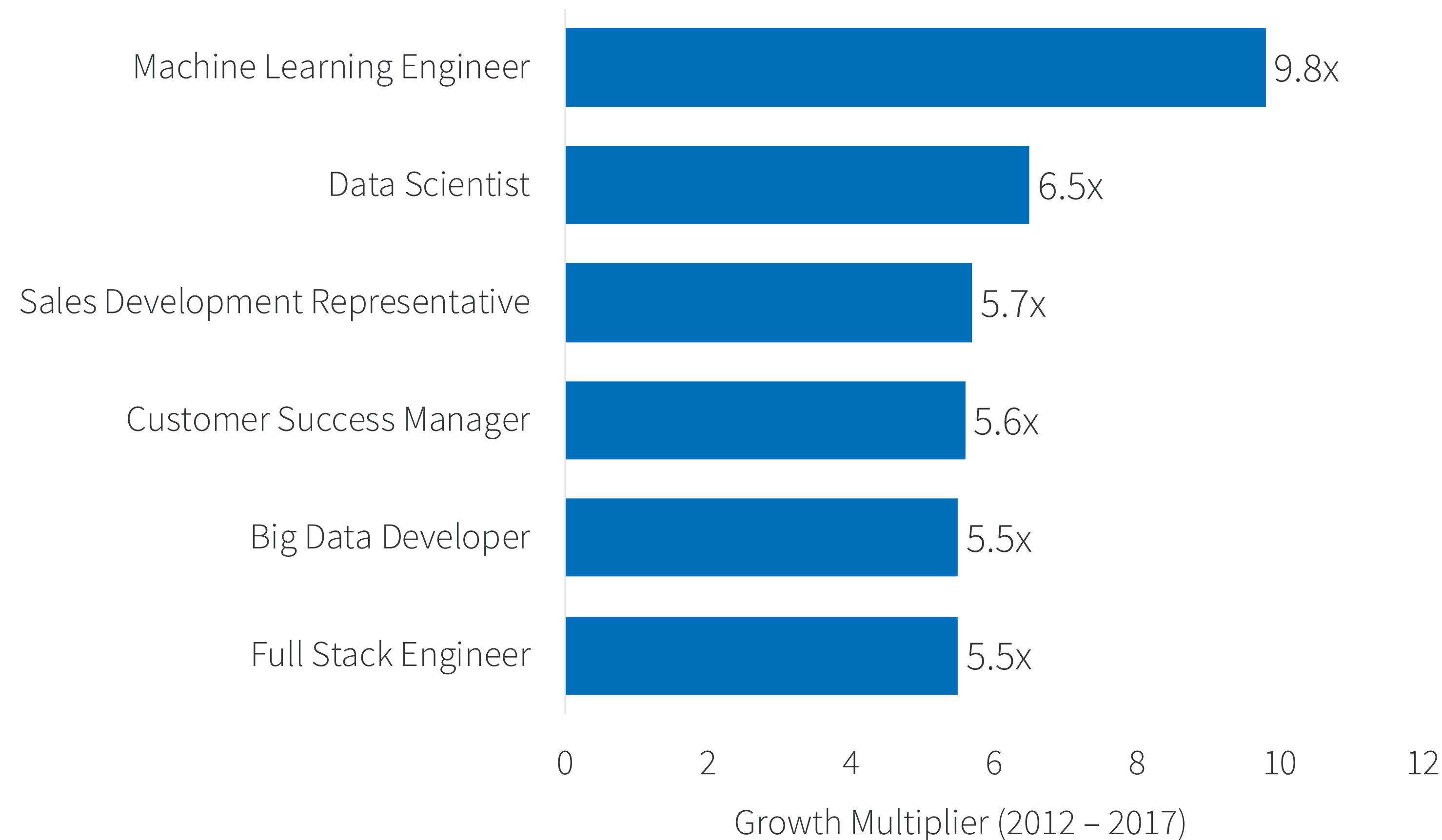


Future Of Work



What are today's top emerging jobs?

Top emerging jobs in the United States



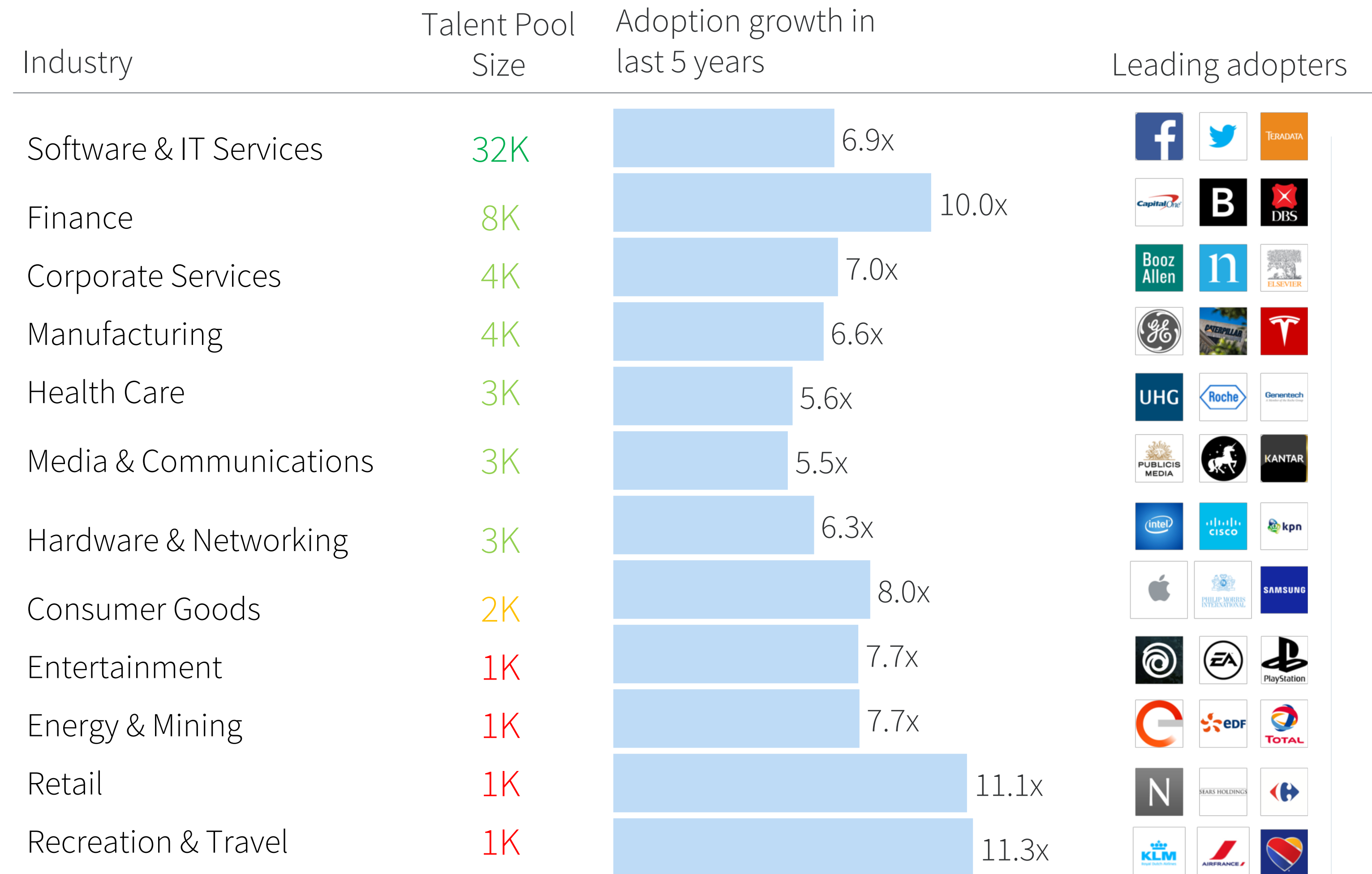
Tech and data-related roles top the charts for emerging jobs in the US, representing a mix of technical and customer-centric skillsets

How are you planning for the new & emerging jobs of the future?

- 'Emerging jobs' are the top job titles with the largest growth in population in the US over the last five years (2012-2017)
- For more information on emerging jobs for your region, check out the Emerging Jobs reports – [US](#) and [APAC](#)



Which industries are adopting data science & machine learning?



Software & IT companies dominate these roles today, but companies in Finance, Retail, and Recreation & Travel have seen over **10x** adoption growth in the last five years

How is your industry adopting today's top emerging roles?

- Adoption growth refers to the increase in % of talent in that industry who have titles related to data science and machine learning in the last five years (2012-2017)
- Leading adopters represent top companies in each industry by % composition of data science and machine learning employees



How is HR adopting analytics?

90%

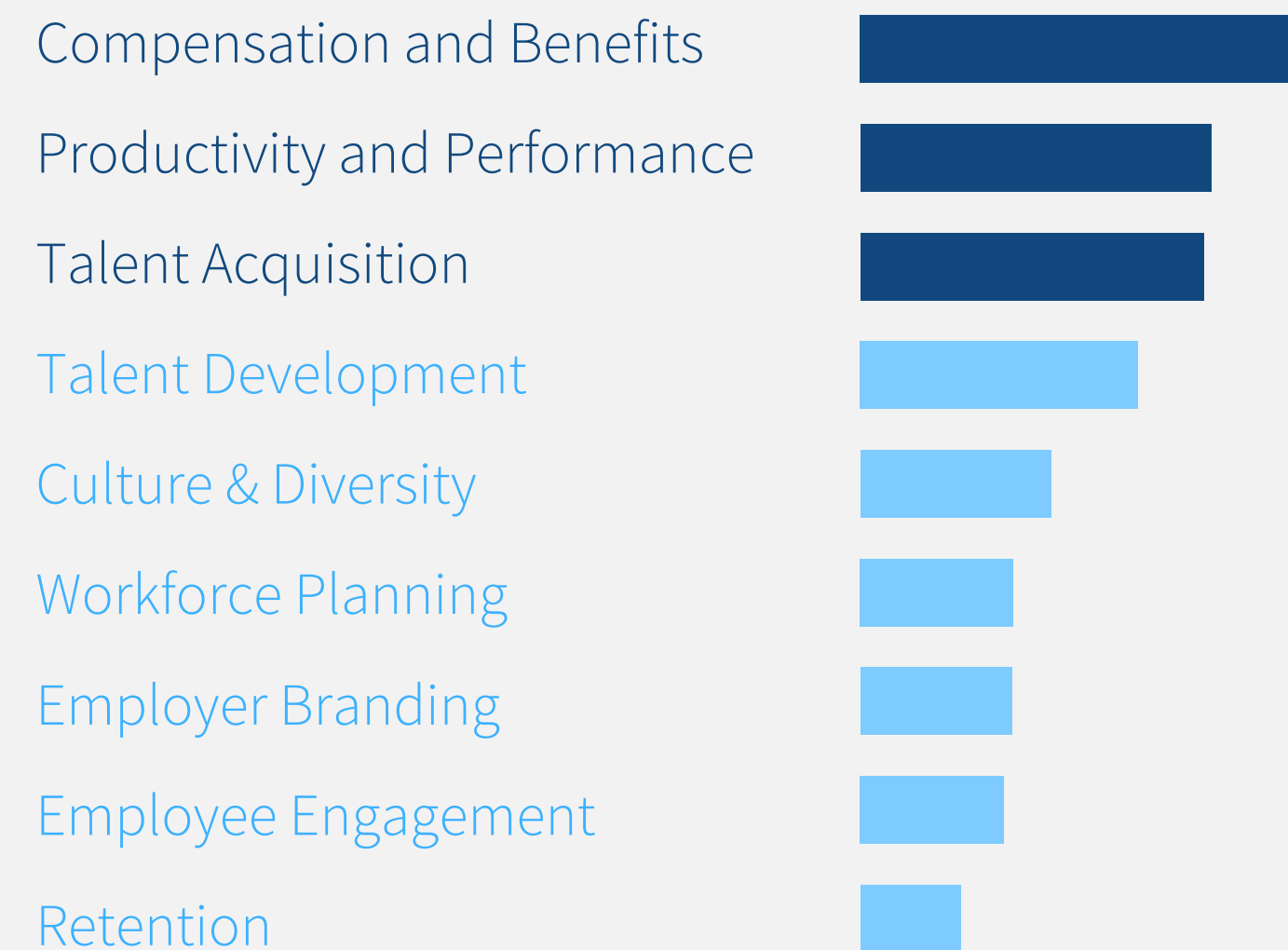
increase in HR professionals who list analytics skills and keywords on their profiles in the last 5 years

Common roles include:

HR Analytics Specialist
HR Data Specialist
People Analytics Specialist
Workforce Analytics Manager
Data Scientist

Analytics Adoption by HR Focus Areas

5yr growth in analytics professionals



■ **Established**

High adoption growth and high analytics talent supply

■ **Emerging:**

High adoption growth but low analytics talent supply

Talent development and culture & diversity are the top emerging areas of adoption for analytics in HR

How is your organization applying analytics to elevate your HR strategy?

- Analytics adoption reflects % growth in professionals who have analytics-related skills or keywords on their profiles; growth is normalized by size of talent pool
- Check out the Rise of Analytics in HR report for specific regions to find out more - [NAMER](#), [APAC](#) and [EMEA](#)



Elevate your talent strategy with LinkedIn Talent Insights.

We hope these insights help you gain a better understanding of the global workforce and emerging trends on the rise that may impact your talent strategy.

To learn how you can get more of these insights in real-time, check out our new product [LinkedIn Talent Insights](#).



Make smarter decisions with talent pool insights

Discover insights about the specific roles and skills you need with the most comprehensive set of talent data in the world.



Gain a competitive advantage with company insights

Quickly understand who you're gaining talent from and losing talent to and how your workforce compares to your competitors.



Elevate the role of talent within your organization

Build data-driven strategies for employer branding, hiring strategy, workforce planning, and more.

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