

AI TRANSFORMATION

The new role of the CHRO.

An original research report from Eightfold AI.



The CHRO's value is clear.

What if the missing piece in your AI transformation isn't technology at all?

Here's what we discovered: Organizations struggling with AI adoption and those achieving breakthrough results are doing one thing dramatically differently — and it's not what you'd expect.

After surveying 700 organizations across three continents, we've identified a game-changing insight. While 78% of organizations in early AI stages see the CHRO playing a minor role, 90% of organizations with the most advanced initiatives — what we classify as AI leaders — have discovered that a powerful CHRO-CIO partnership is the secret to transformation success.

This gap in perspective isn't just notable. It's the difference between stalled pilots and enterprise-wide impact.

Here's why this matters: **AI transformation isn't primarily a technology challenge.** It's about skills, change management, and about breaking down silos. These are precisely the challenges where CHROs can be most transformative, yet most organizations are leaving this strategic advantage untapped.

The performance gap is staggering. AI leaders are seeing higher staff productivity (88%), higher profitability (84%) and higher staff retention and loyalty (84%) compared to those in the beginning stages of the journey.

The best part? There's a clear playbook. Whether your organization is taking its first steps or actively advancing, this research reveals exactly how elevating the CHRO-CIO partnership can accelerate your progress and unlock results you may have thought were years away.

The path to AI leadership is clearer than you think.



Amber Grewal

Chief Growth Officer
Eightfold AI



**The AI
revolution
has begun.**



Most firms are in the middle of the AI journey.

Midsize and large businesses are on the road to AI transformation, yet most are caught in the “messy middle” — the zone between experimentation and full integration. While some organizations are still making AI plans and others are advancing at pace, the majority remain in this interim phase where transformations often fail.

Stuck in the middle

Across all seven foundational areas, most organizations remain at the starting and midway stages. Only a handful have achieved advanced maturity, indicating that most organizations successfully initiate AI efforts but cannot scale beyond intermediate phases. Our research shows that many of these organizations will struggle to move the needle over the next two years, with many bogged down in the middle of implementation.

The leadership gap

In many cases, the leadership team may be holding AI progress back. Two-thirds of organizations are only starting or midway in building leadership alignment, and another 17% have not made any headway. Without the right leadership — including the CHRO and other key members of the C-Suite — AI transformation will be difficult if not impossible.

AI journey progress (% in different stages of AI maturity)

	No progress/ making plans	Starting	Midway	Advanced
1. Ensure leadership alignment	17%	31%	36%	16%
2. Nurture an innovation culture	15%	27%	37%	21%
3. Set governance and security guardrails	15%	35%	36%	13%
4. Develop AI talent and skills	11%	33%	40%	17%
5. Build a modern data and IT platform	14%	35%	39%	13%
6. Optimize and reinvent processes with AI	16%	38%	33%	13%
7. Prepare for the future of work	15%	27%	41%	16%



Breaking through the human barriers.

AI transformation is not just about technology — it is equally about people. While organizations must overcome a series of technology, financial, and risk hurdles on the AI journey, some of the thorniest challenges often relate to people.

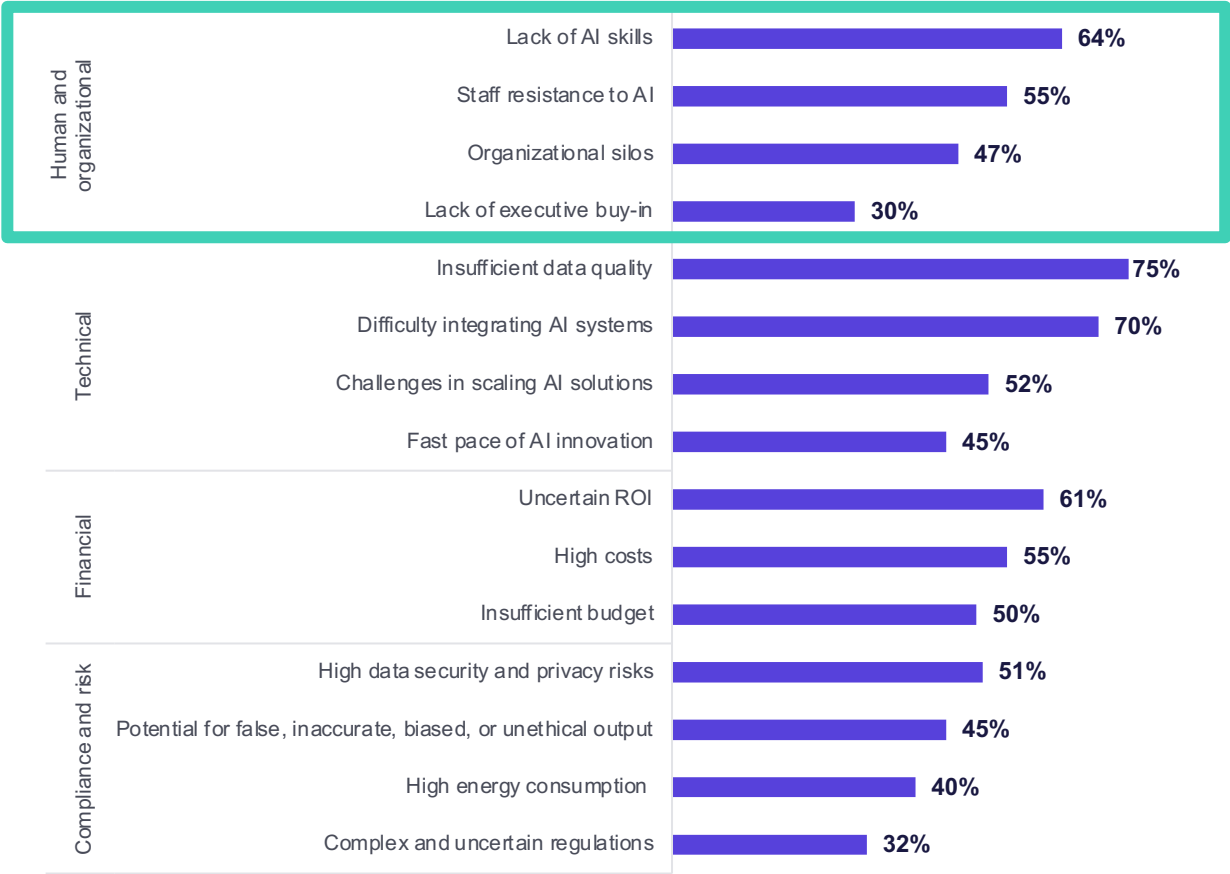
For example, 64% of firms in the middle of the AI journey cite a lack of AI skills and knowledge as the biggest barrier to AI innovation. Another 55% point to staff resistance, while 47% face organizational silos.

“

In the era of AI, CHROs must be ready to handle unforeseen challenges and uncertainties across different departments of the bank. The complexity has increased tenfold, making regular communication with other C-suite executives extremely important.”

- CTO, Singapore financial services provider

Challenges for organizations in earlier stages of the AI journey



Closing the talent gap with AI.

The challenge

[Eaton](#) keeps the world running with safe, sustainable power solutions, but to do that, the company needs the right people. Finding and hiring more than 15,000 employees each year was growing increasingly challenging due to its complex talent acquisition technology stack and fragmented recruiting processes.

The solution

With AI, Eaton was able to give recruiters intelligent and automated tools to scale their efforts, create a smoother candidate experience, and provide visibility into the opportunities employees craved. These efforts led to a nine-day decrease in time to offer, \$2.4 million in cost savings, and a 300% increase in the size of the company's talent network, helping secure the right talent in a highly competitive marketplace.

“

Our talent network has grown from about a million to 4 million today. We've seen double-digit increases in candidate velocity. We've seen improvements in all talent acquisition metrics: time to market, time to present, and time to offer. Candidate satisfaction scores have gone up and customer satisfaction scores have as well.”

- Jackie Morgan, Vice President of Global Talent Acquisition, [Eaton](#)

4x

Increase in talent networks

30% - 40%

Increase in candidate velocity

Double-digit increases in all recruiting metrics: time to market, time to present, time to offer.



The CHRO is often sidelined when starting out.

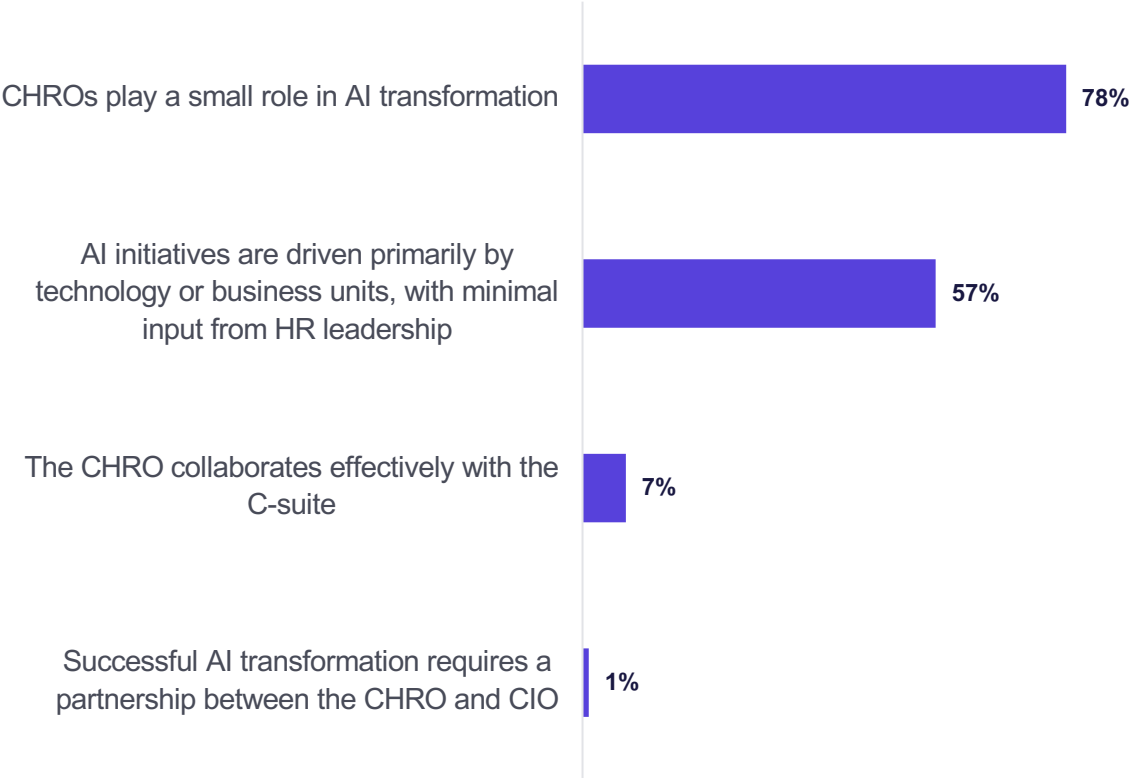
When organizations begin AI transformation journeys, CHROs are frequently sidelined despite their critical role in workforce strategy. Over three-quarters (78%) of respondents starting out on AI innovation agree that CHROs play a minimal role in AI transformation, while 57% confirm that AI initiatives are driven primarily by technology or business units with minimal HR leadership input.

The CHRO: The missing link

This exclusion is particularly problematic given the need to overcome organizational barriers and skills gaps in the early phases of AI transformation. Only 7% of starters report that the CHRO collaborates effectively with other C-Suite executives to ensure talent, skills, and culture align with AI strategy. Most alarmingly, just 1% agree that successful AI transformation requires a strong partnership between the CHRO and CIO, a truth that becomes apparent to organizations as the AI journey progresses.

This marginalization creates a fault line in AI transformation plans. Without CHRO involvement, organizations struggle to overcome the largest impediment to AI transformation — people.

Views of AI starters about the CHRO’s role (% agreeing)



The CHRO-CIO divide holds firms back.

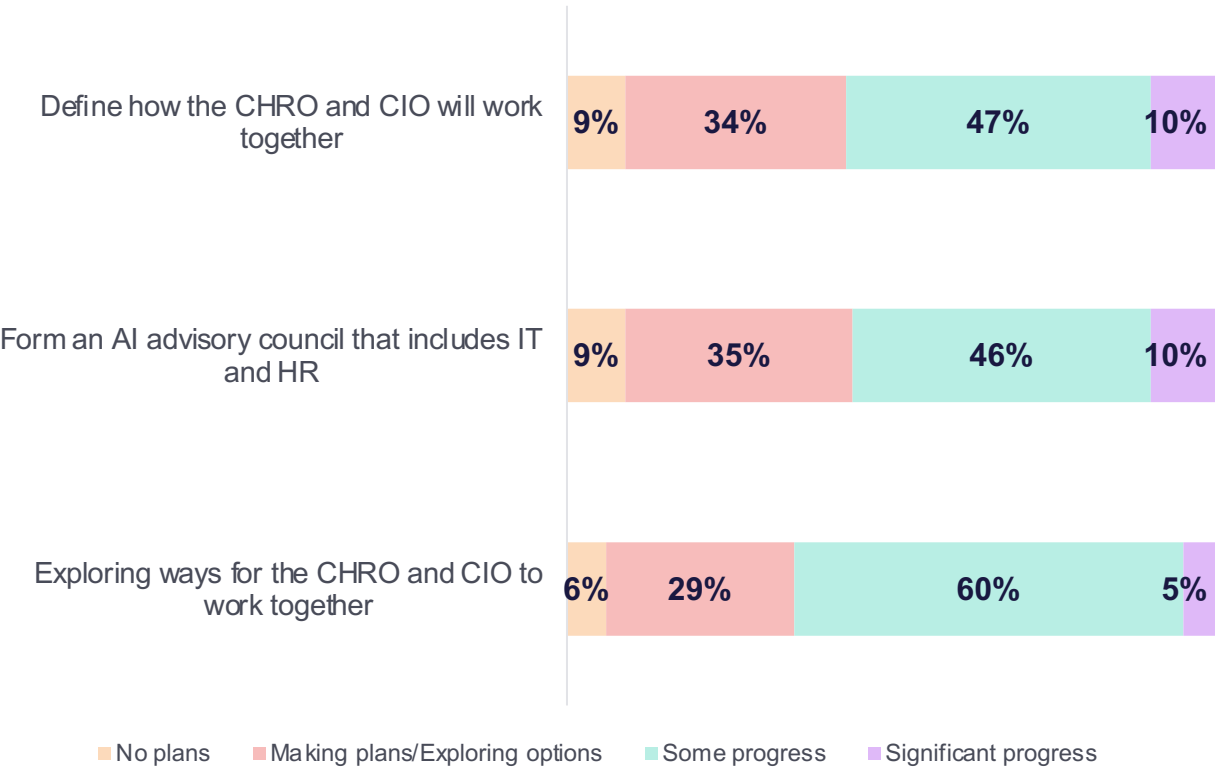
The CHRO-CIO divide often stops organizations from advancing in AI transformation. Among firms at early or intermediate maturity levels, only 10% have made significant progress in defining how CHROs and CIOs will work together, while 43% report no plans or are still making plans.

Similarly, just 10% show significant progress in forming AI advisory councils that include both IT and HR leadership. Even fewer organizations (5%) have made significant progress in exploring collaborative working methods between these roles.

Keeping people at the center of AI programs

This misalignment creates a dangerous gap, since the CIO often lacks the CHRO’s insight into talent needs and staff readiness. Without unified leadership addressing both technical infrastructure and human capital strategy, organizations remain trapped in the “messy middle,” unable to move beyond patchwork AI initiatives to scaled enterprise deployment.

The CHRO-CIO divide for organizations at the start or in the middle of the AI journey (% citing)



**Leaders show
the way.**



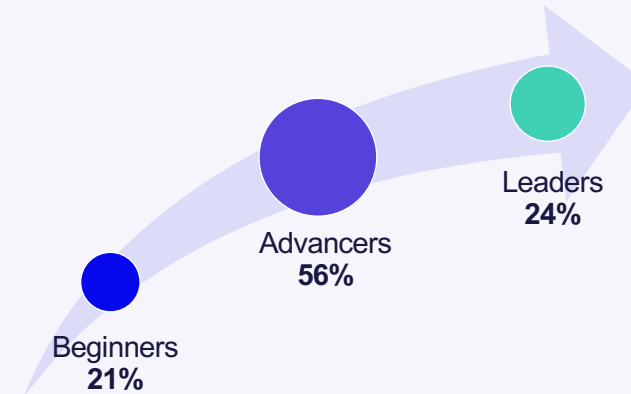
Identifying the leaders.

7 pillars for AI innovation

1. **Ensure leadership alignment** – Establish a closer partnership between the CHRO and the C-Suite to drive organizational change to enable AI success.
2. **Nurture an innovation culture** – Foster an experimentation mindset to encourage AI innovation.
3. **Set governance and security guardrails** – Create a regularly updated governance mechanism to ensure the trustworthy and responsible use of AI.
4. **Develop AI talent and skills** – Execute a proactive plan to identify and build the skills, talent, and knowledge to drive AI innovation across the workforce.
5. **Build a modern data and technology platform** – Provide the IT tools, data, and infrastructure for staff to use AI effectively, safely, and at scale.
6. **Optimize and redesign processes with AI** – Develop AI-enabled processes that boost employee experiences, productivity, and collaboration.
7. **Prepare for the future of work** – Create a vision and plan on how AI will change the way work is done in the future by people and machines.

Our survey identified an elite group of organizations that have made significant progress in creating the organizational, governance, and technological foundation for AI innovation to grow.

We assessed firms on the progress that these have made across seven key pillars. We categorized these groups into three stages: 21% were in the early stages of implementation; 56% were advancers; and 24% were leaders. We also scored maturity on a scale of 1 to 100.



Maturity index

Beginner	Advancer	Leader	All	
36.21	62.84	85.59	62.79	
APAC	Europe	N. America	All	
60.96	60.18	66.00	62.79	
< \$1B	\$1-\$5B	\$5-\$10B	>\$10B	All
52.08	62.72	66.42	75.46	62.79

Technology	76.79
Telecommunications	75.45
Banking and financial services	69.21
Professional services	68.83
Manufacturing	65.18
All	62.79
Health care and life sciences	61.30
Retail and consumer goods	61.17
Energy (oil, gas, green)	55.91
Public sector and government	53.16
Accommodations and food services	41.33

How leaders vary by region, size, and industry.

The large organization advantage

Leaders tend to be larger organizations, since these can tap into bigger budgets. Four out of 10 organizations with more than 10,000 employees are leaders, vs 12% with under 5,000 employees. These smaller companies need to close the gap or risk losing market share.

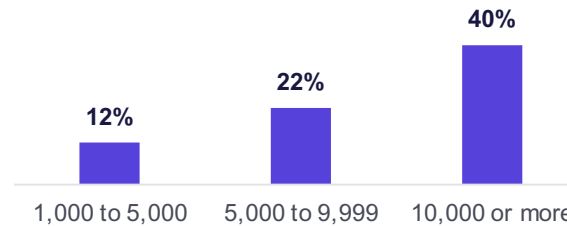
Telecom and technology lead the way

Telecommunications and technology companies are the most advanced, followed by financial and professional services firms. In contrast, energy, government, and accommodation organizations are the furthest behind.

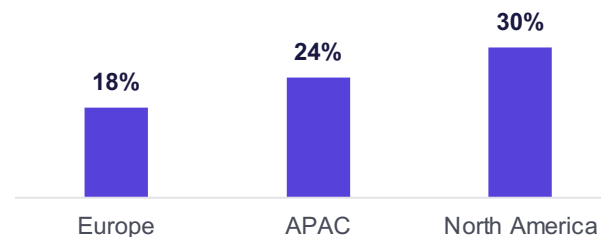
North American firms jump out ahead

Thirty percent of organizations in North America are leaders in AI, thanks to dominant infrastructure spending and access to AI talent pools. APAC follows with 24% of organizations identified as leaders. Europe is trailing behind with 18%.

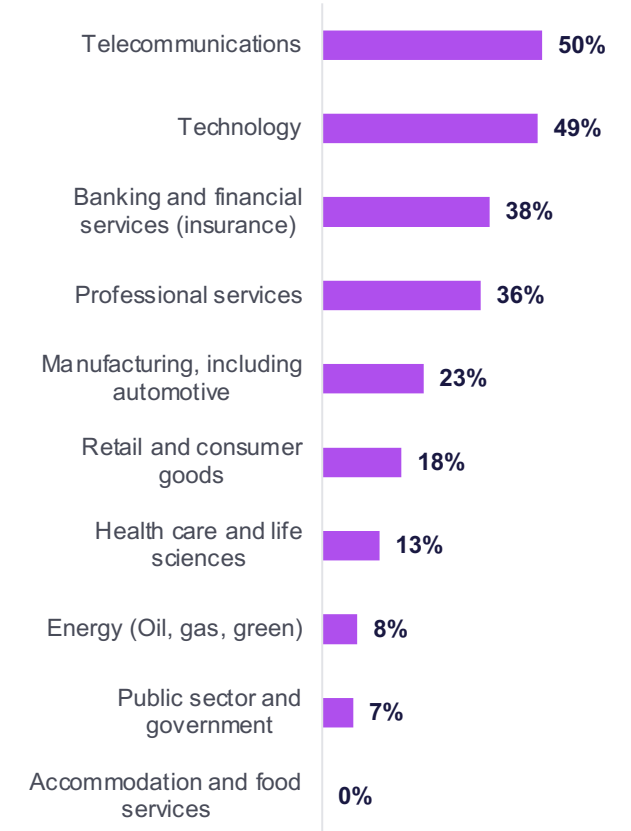
Leaders by size



Leaders by region



Leader by industry



The middle market challenge.

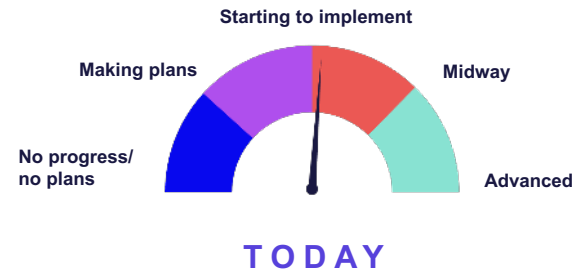
Middle market firms are trailing far behind large enterprises in AI innovation. While most middle market firms are just starting to implement AI initiatives, large enterprise counterparts are already midway through implementation.

Over the next two years, the gap will persist. While middle market will still be in the early stages of implementation, large enterprises will be racing ahead to the advanced zone.

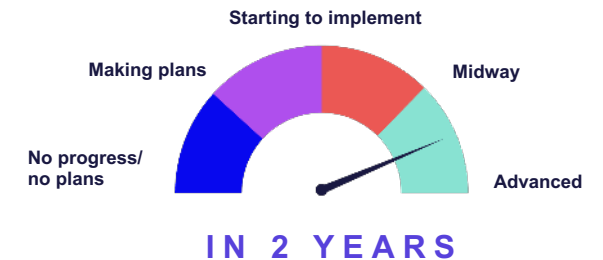
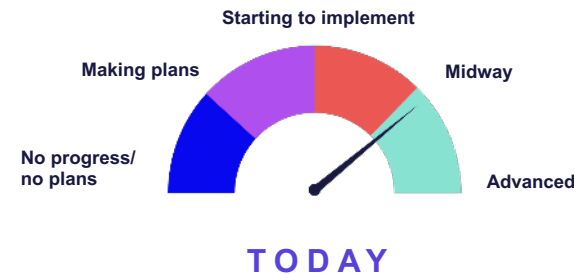
If middle market firms fail to pick up the pace, these organizations risk losing market share, customers, and staff according to our research. Indeed, 40% of large enterprises already report greater market share and competitiveness from AI initiatives, 62% cite greater customer satisfaction, and 66% experience higher staff loyalty.

Middle market firms will also miss out on major performance improvements, since large enterprises are 3x as likely to see rises in shareholder value, 2.5x in revenue growth, and 2.3x in higher productivity.

Middle market



Large enterprise



CHRO + CIO = power duo.

AI leaders have one important thing in common — a rock-solid partnership between the CHRO and CIO. That partnership enables leaders to drive technological and organizational transformation in lockstep.



A partnership between the CHRO and CIO is essential.

90% of leaders believe that AI transformation requires a strong partnership between the CHRO and CIO. Only 2% of leaders think that IT can do it alone, vs. 57% of beginners.



The CHRO plays a big role in successful transformations.

Only 1% of leaders think that CHROs play a small role in AI transformation vs 78% of beginners.



The CHRO is key to building a culture of trust.

87% of leaders agree that the CHRO plays a key role in building a culture of trust, transparency and inclusion vs. 2% of beginners.



The CHRO prioritizes workforce empowerment.

93% of leaders feel that the CHRO plays a key role in ensuring that the organization's strategy prioritizes workforce empowerment and ethical use vs. 3% of beginners.



The CHRO is key for upskilling.

89% of leaders agree that our CHRO leads efforts to reskill and upskill employees in response to AI-driven changes in roles and work processes vs 1% of beginners.

Unifying a global talent network with AI.

The challenge

Global software engineering firm [Softtek](#) is embracing a skills-based approach to transforming its global talent strategy with AI. Before implementing AI-native Talent Intelligence, the Softtek talent team worked in silos without a real collaborative approach. Now, with a unified approach, the company's talent leaders have a complete view of their entire talent ecosystem so they can better connect the global team and streamline operations.

The solution

A champion of using AI in HR, Softtek's Chief Talent Officer David Rafael has the unique experience of spending decades in IT operations before transitioning into the company's top talent leadership role. From designing career pathways and launching a talent marketplace to building a talent intelligence team focused on predictive workforce planning, Rafael and the Softtek team is setting a bold example of how to unlock growth through AI and data.

90%

Of workforce integrated into Eightfold

25%

Improvement in time to candidate

30%

Reduction in time to fulfill

“

Eightfold has enabled us by creating the right ecosystem to integrate talent acquisition and get the right insights to our learning and development team.”

- David Rafael, Chief Talent Officer, [Softtek](#)



The evolving CHRO-CIO partnership.

Survey respondents said that a strong working relationship between HR and IT leaders and buy-in across the C-suite are critical for success.

“

Empowering people with AI

“AI is transforming how we discover and develop strategies. I view the CHRO as an important partner in this, ensuring our people are well-equipped, deeply engaged, and empowered to survive in an AI-first environment.”

- **CIO**, UK health care and life sciences firm

“

Building AI-enabled workflows

“AI shifted CHRO role from HR operations to strategic talent architecture. The CHRO works closely with the CEO and CIO to design workforce models that integrate AI capabilities, ensuring a future-ready organization.”

- **HR Manager**, Canadian health care and life sciences firm

“

Providing AI-driven citizen experiences

“Changes in CHRO role are aligned to digital transformation initiatives for citizen service improvements, and they collaborate with CIO and other C-suite leaders to implement AI and automation in ways that support public service missions.”

- **CIO**, UK health care and life sciences firm

“

Driving responsible AI

“One of my key priorities now is partnering with our CIO to ensure we are implementing AI ethically and managing employee data responsibly.”

- **CHRO**, Canadian telecoms company

“

Improving teamwork

“AI has helped us spot where teams aren't working well together, and now we team up with our CIO and COO to fix those issues.”

- **CHRO**, Singaporean tech company

“

Co-creating business strategy

“With the help of AI, we have moved from a policymaker to a strategic architect that co-creates strategy with the CIO to benefit human needs with digital speed.”

- **CHRO**, German retail and consumer goods firm

The CHRO edge.

One area that sets leaders apart is the ability to vault the human and organizational hurdles that bog down the AI efforts of many organizations. Leaders accomplish this by actively engaging CHROs in AI transformation programs.

As a result, leaders are much less likely to see AI skill gaps as a challenge than beginners or to experience staff resistance to AI. While departmental silos are obstacles for over half of beginners, it is a speed bump for just 16% of leaders. That is because leaders break down organizational silos to facilitate data integration and AI model scaling.

Another key success factor for leaders is the high level of executive buy-in to AI programs, a stumbling block for just 8%.

“

The HR function has become more central to enterprise strategy and overall decision-making.”

- CTO, U.S. government organization

Percent of firms facing people challenges

	Beginner	Leader	Advantage
Lack of AI skills and knowledge	92%	11%	81 ppt
Staff resistance to AI	61%	20%	41 ppt
Organizational silos	52%	16%	36 ppt
Lack of executive buy-in	31%	8%	23 ppt

Promoting talent agility.

The challenge

The [U.S. Department of Defense](#) deployed GigEagle, a joint talent marketplace that uses AI technologies in a talent platform to match military talent with mission needs.

This adaptable platform is a valuable resource for DoD organizations, allowing leaders to effectively address short-term operational challenges by harnessing the specialized civilian skills of the nation's Reserve and National Guard members.

The solution

By fostering an agile talent ecosystem, GigEagle can unlock the full potential of the joint force, providing a decisive military advantage in an era of Great Power competition that demands flexibility and adaptability.

“

We were trying to solve a local problem of how we bring the best talent into the Defense Innovation Unit. What we're doing today is going to change the way our Guard and Reserve and the entire Department of Defense is able to serve and protect our nation.”

- Col. Chuck Kubik, Strategy and Project Lead, GigEagle, [U.S. Department of Defense](#)

3K+

profiles created by service members,
providing a new way to serve

100s

of gigs posted by DoD organizations

100s

of specialized skills captured in
GigEagle



U.S. Department of Defense



**Lessons from
the leaders.**



5 best practices of AI leaders.

1

Build the leadership foundation for success.

Effective AI transformation requires top leadership engagement, cross-functional teamwork, and a measurement system to track progress. Strong collaboration between the CHRO and CIO is essential.

3

Establish robust governance and security.

Leaders ensure the responsible use of AI by conducting layered reviews across technical, legal, and societal dimensions. These organizations also often set up oversight committees and include ethics and security into design and training initiatives.

5

Turn AI into a force multiplier.

AI transformation goes well beyond building cost savings and efficiencies. It drives the top line through new products, services, and business models, takes customer experience to the next level, and catapults organizations ahead of competitors.

2

Create a rich pool of AI skills, talent, and knowledge.

Leaders foster continuous AI training and upskilling within organizations — and establish centers of AI excellence with ties to the academic community.

4

Focus on the future of work.

AI will reinvent how work is done in the future. Leaders are rethinking the role of people in an AI-first organization where AI agents will work alongside humans.

1. Build the leadership foundation for AI success.

Leaders understand that AI transformation starts at the top. To build AI knowledge and experience across the C-suite, these organizations involve leadership teams in AI pilots, providing AI training and ethical awareness.

Leaders see AI as a team sport. These organizations establish cross-functional teams to “co-own” and drive AI initiatives, while defining how the CHRO will work with the CIO to manage the people side of AI transformation. Leaders plan to deepen the CHRO-CIO connection over the next two years, with 85% of leaders expecting to make significant progress on setting a joint role for the CHRO and CIO.

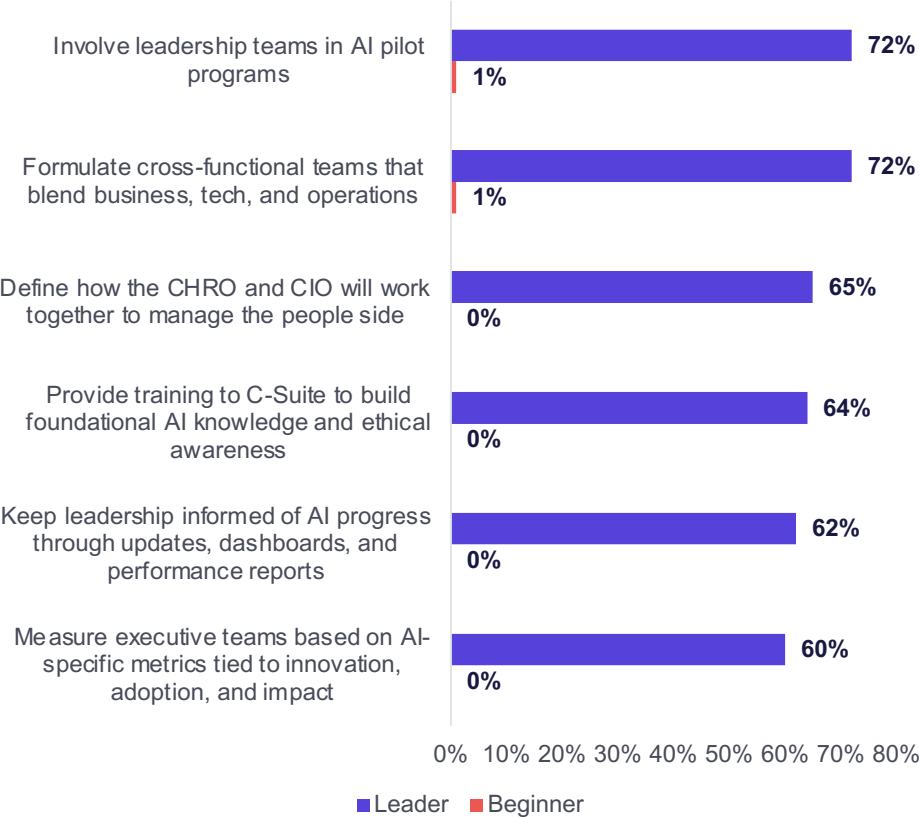
To ensure AI progress, leaders keep management teams informed of AI progress through updates, dashboards, and performance reports. Crucially, leaders measure executive teams based on AI-specific metrics tied to innovation, adoption, and impact.



50% of leaders provide management teams with the skills and vision to manage an AI-powered organization.

In two years, the percentage will rise to **66%**.

Percent of firms that have made significant progress



2. Create a rich pool of AI skills, talent, and knowledge.

Leaders excel at developing the talent and skills needed to drive AI transformation. Almost every leader fosters continuous learning by sharing AI use cases. This knowledge-sharing culture democratizes AI understanding, enabling teams to learn from each other's successes and failures while accelerating adoption at scale.

Almost all leaders buttress this with specialized AI training by role as well as hands-on workshops for staff. To ensure the effectiveness of these training programs, leaders track impact on staff productivity and engagement and continuously refine these programs to meet needs.

Leaders also go beyond upskilling existing staff. They collaborate with academic institutions and other partners to build a ready reservoir of AI talent and expertise. Leaders also establish AI centers of excellence to drive best practices and scale solutions.

“

We have launched AI learning programs for all employees, from nurses to executives, and I collaborate with the CTO to ensure our workforce understands how to use, question, and improve AI tools in their regular works.”

- **CHRO**, Canadian, health care and life sciences firm

Organizations that have made some or significant progress

	Leader	Beginners
Share AI use cases to foster learning across the organization	99%	26%
Track how AI training improves productivity, innovation, and employee engagement	99%	30%
Continuously refine training programs in line with AI advances and staff feedback	99%	29%
Collaborate with academic institutions and other partners to build access to AI talent and expertise	98%	10%
Provide specialized AI training tailored to different roles in the organization, including senior management	98%	22%
Offer hands-on workshops, certifications, and AI literacy for non-technical staff	97%	14%
Establish AI centers of excellence to drive best AI practices and scale AI solutions	95%	3%

Building a skills-centric talent strategy with AI.

The challenge

[Vodafone](#) HR's strategic priorities aim to accelerate the execution of its refreshed business strategy focused on customer, simplicity, and growth. One of the company's priorities has been to drive a culture transformation through simple, digital, and outcomes-focused people interventions to accelerate growth while continuing to digitize and simplify some of its core people processes.

The solution

To bring this to life, Vodafone sought a digital learning and career development platform to provide an intuitive and end-to-end people experience, powered by AI and anchored to skills.

HR leaders now have a complete and current view of the skills in their global talent community and can deliver personalized digital experiences to attract, upskill, and reskill talent in line with business objectives.

“

Eightfold democratizes talent. It gives recruiters and managers more access to talent, and it gives talent more visibility to roles and opportunities.”

- **Adrian Boruz**, Senior Global Product Portfolio Manager HR Systems, [Vodafone](#)

101 point

**Increase in candidate NPS
(internal and external)**

50%

**Decrease in cost to hire
and time to hire**

67%

**Increase in learning hours
per employee**



3. Set AI guardrails and security controls.

Leaders have made significant progress on a range of actions to ensure the responsible use of AI. More than 7 out of 10 conduct multi-layered reviews of AI initiatives and ensure that these comply with existing and future data regulations. Another 63% include security and risk specialists on AI teams to keep security top of mind, and 58% embed ethical principles into design workflows.

As a result, leaders are less likely to feel some of the negative effects of regulations on adoption of AI. Only 2% of leaders report that AI regulations are creating conflicting views between leadership team members, such as the heads of risk, cybersecurity, and legal, vs. 41% of beginners.

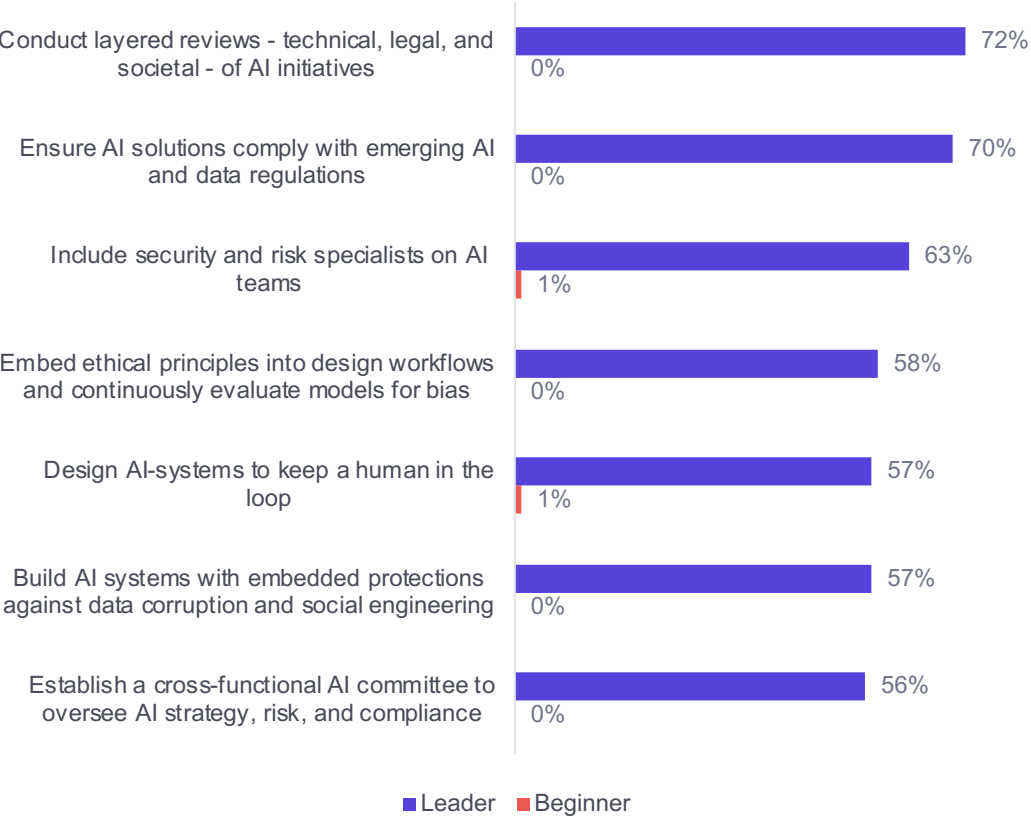
Similarly, only 16% of leaders feel that by regulations around the use of new AI solutions — like autonomous or agentic AI — are constraining innovation, compared to 50% of beginners.

“

The HR team uses AI to test for exposure and ethical risks, after which they work closely with me and the legal department to set clear guidelines that protect trust.”

- CIO, Canadian financial services firm

Firms that have made significant progress



4. Focus on the future of work.

“By aligning human potential with digital ambition, we are building an organization that is future-ready.”

This quote from the Chief Digital Officer of a Canadian government agency sums up the attitude of many leaders in our study. Over three-quarters have made strong progress in creating a long-term HR plan designed to support future work plans. As part of this forward-thinking outlook, about six out of 10 HR teams are assessing the impact of AI advances on staff roles and skills and changing focus from current to future skills needs.

This fundamental shift will require the development of digital workspaces and processes that allow people and AI agents to collaborate. More than half of leaders have already made significant headway in developing plans to manage AI agents and developing digital workspaces to allow AI agents and humans to seamlessly interact.



81% of leaders believe that the boundary between digital and human workers will blur in the future.

86% of leaders believe that the CHRO will take on more responsibility to manage both human and digital workers.

Firms that have made significant progress

	Leader	Beginner
Create a long-term human resource plan aligned with AI transformation strategy	76%	0%
Shift the focus of HR teams from filling current skills gaps to preparing for future skills needs	62%	3%
Assess the impact of future AI advances on staff processes, skills, and roles	61%	0%
Change organizational design to prepare for new ways that work will get done in the next era of AI	53%	0%
Develop plans to manage AI agents as you would human workers, assigning them tasks, etc.	52%	1%
Develop digital workspaces that allow humans and AI agents to work side by side	51%	0%

Building the workforce of the future with AI.

Fortive is modernizing its talent strategy, providing a seamless external and internal experience with AI.

Facing fragmented processes and internal talent visibility issues across its 20 operating companies, Fortive needed a modern approach to finding and growing highly skilled talent.

By implementing the Eightfold AI-native Talent Intelligence Platform, Fortive created a unified talent ecosystem to deliver a seamless external and internal experience.

“

We knew that we wanted to make a big bet on the future, and Eightfold has been such a great partner in that. They showed up from day one looking to understand our business needs.”

- Linda Nguyen Bergin, VP HR Technologies and Services Transformation, **Fortive**

2x

Increase in recruiter efficiency

45%

Improvement in internal fill rate

30%

Lift in speed to hire for internal hiring



5. Turn AI into a force multiplier.

As organizations move from beginners to leaders, the average number of benefits from AI innovation triple. Our research found that beginners see an average of 3.42 benefits vs. over 11 benefits for leaders.

The most striking multiplier effect appears in staff productivity, where 88% of leaders report higher outcomes versus just 6% of beginners, a whopping 14.7x leadership advantage. This productivity gain enables organizations to achieve more with existing resources rather than proportionally scaling head count.

At the same time, about 13 times as many organizations see a lift in shareholder value, almost six as many report profitability gains, and over four times as many enjoy revenue growth.

“

AI has given me and our COO a fresh lens to look at team structures and productivity. We are redesigning roles and workflows based on real-time insights.”

- CIO, Canadian financial services firm

The many benefits of AI

	Leader	Beginner	Leader multiplier
Higher staff productivity	88%	6%	14.7
Higher shareholder value	39%	3%	13.0
Higher profitability	84%	15%	5.6
Greater revenue growth	75%	17%	4.4
Greater innovation	63%	15%	4.2
Higher staff retention and loyalty	84%	20%	4.2
Increased customer satisfaction	71%	17%	4.2
Greater scalability and agility	65%	17%	3.8
Faster speed to market	70%	19%	3.7
Greater operational efficiency	72%	22%	3.3
Cost savings	62%	19%	3.3
Improved data management and insights	67%	26%	2.6
Improved regulatory compliance	77%	34%	2.3
Lower risks/enhanced security	56%	26%	2.2
New business models/products and services	49%	24%	2.0

To lead through **AI transformation**, you must:



Give the CHRO a central role in AI transformation.

AI transformation is as much about people as it is about technology. To ensure success, involve the CHRO early in the AI transformation process.



Lead strategic change through a solid CHRO-CIO partnership.

Building an AI-first organization requires close collaboration between the CHRO and CIO to align staff resources with AI ambitions. As the roles of machines and people blur, so will the roles of the CHRO and CIO.



Create the foundation for AI success.

AI transformation requires a switched-on leadership team to build a clear AI vision, one that is underpinned by a modern IT infrastructure, robust governance guardrails, and the people, skills, and culture to make change happen.

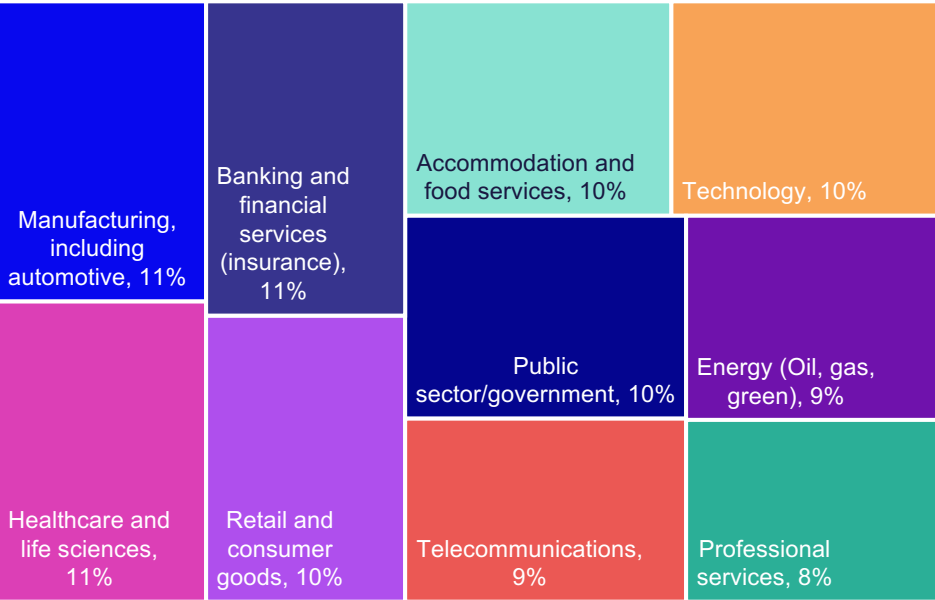
Appendix

SURVEY SAMPLE

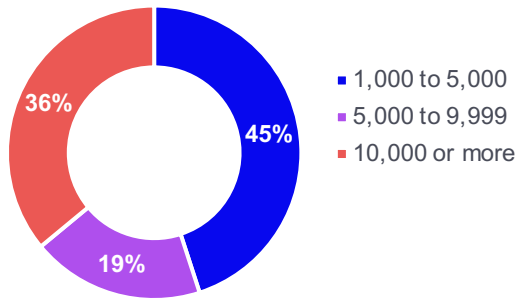
Survey demographics

To understand the progress organizations are making in AI transformation, and the evolving role of the CHRO, ThoughtLab and Eightfold AI conducted a study of 700 respondents across North America, Europe, and the Asia Pacific region in Q3 of 2025.

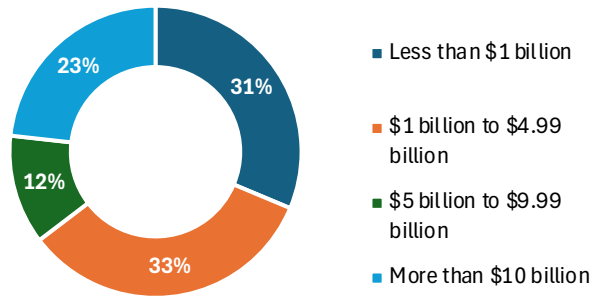
Respondents by sector



Respondents by employment



Respondents by revenue



Respondents by location

Asia Pacific	14%
Australia/New Zealand	6%
Singapore	7%
Other	1%
Europe	43%
France	8%
Germany	8%
Ireland	8%
Netherlands	9%
Other	2%
United Kingdom	9%
Americas	43%
United States	22%
Canada	21%

Survey demographics

Respondents by title and function

Human resources	57%
CHRO	37%
Senior and midlevel managers	20%
Technology management	29%
Chief Information Officer/Director of Information Technology	7%
Chief Digital Officer/Digital Director	6%
Chief Data Officer	6%
Chief Technology Officer/Director of Technology	5%
Chief AI Officer/Director of AI	5%
General management	14%
Chief Executive Officer/Managing Director	5%
Chief Marketing Officer/Marketing Director	3%
Chief Financial Officer/Finance Director	3%
Chief Operating Officer/Director of Operations	3%



Eightfold AI doesn't just organize data — we understand people. As pioneers of the world's most innovative AI-native Talent Intelligence Platform, we combine enterprise data, market insights, and user interactions to create a complete picture of talent across the entire employment life cycle, providing an end-to-end experience that includes hiring, development, and retention. A third of our customers are from Fortune 500 companies and have relied on us to move faster and more strategically than the competition. Our platform is guiding our customers through the greatest work acceleration in history by unlocking the power of people and showing them how partnering with AI can unleash unlimited potential.

Learn more at eightfold.ai.

ThoughtLab is an innovative thought leadership firm that creates fresh thinking and actionable insights through rigorous research and evidence-based analysis. The firm specializes in assessing the impact of technology on cities, companies, industries, and organizational performance. Its multidisciplinary team of economists, industry specialists, and subject matter experts produce distinctive thought leadership to help clients engage private and public sector decision-makers.

Find out more at thoughtlabgroup.com.