

The Future of Work

How AI is impacting
your workforce

HAYS



The Future of Work:

The megatrends impacting AI implementation

Why you need to read this report

The integration of Artificial Intelligence (AI) as part of your ongoing digital transformation efforts is the latest challenge in what I'm sure, currently feels like a *tsunami of change*. Iterative waves of technology – as we witness even more ambitious forms of innovation – will make this process feel increasingly complex.

Facing this ever-changing tide, you need the right vision, the right stakeholders, the right data and infrastructure and the right skills in place. Without these anchors, so much can – and will – go wrong.

If I can offer some reassurance, it's that most organisations are still on the starting line. [A study by EY](#) indicated that 90% of companies are still in the early stages of pursuing Generative Artificial Intelligence (Gen AI) maturity.

But make no mistake – many organisations don't plan on staying here much longer.

We know that you can't afford to be left behind. It's why this report is designed to help you navigate the year ahead. We'll give you a pulse point on the global tech talent landscape, sharing our data on job volume and the factors that are impacting supply and demand, specific to technology-focused roles.

With an understanding of the numbers, we'll work through our building blocks for successful technology implementation and adoption – to turn isolated use cases involving AI into enterprise-wide, technology-driven and strategically-focused efficiencies.

Leaning into the insights from experts from across the globe, we'll share actionable advice that ensures your workforce is ready for tomorrow's challenges.

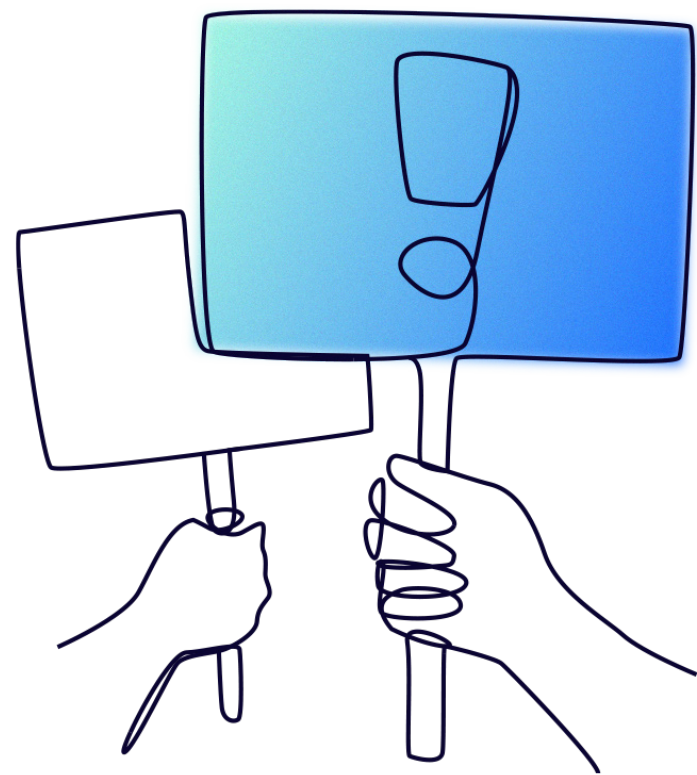
Dirk Hahn



Dirk Hahn
Chief Executive Officer, Hays plc

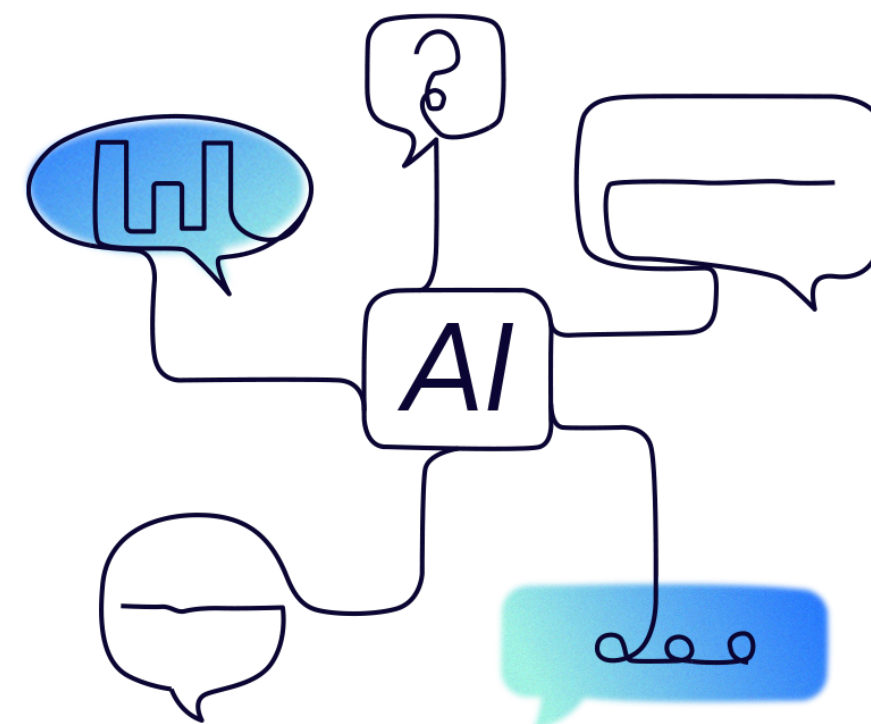
The megatrends that are preventing progress

The implementation and adoption of new technologies within an organisation's ecosystem do not occur in isolation. We've identified four trends that unite today's organisations, regardless of where they are on their transformation journey.



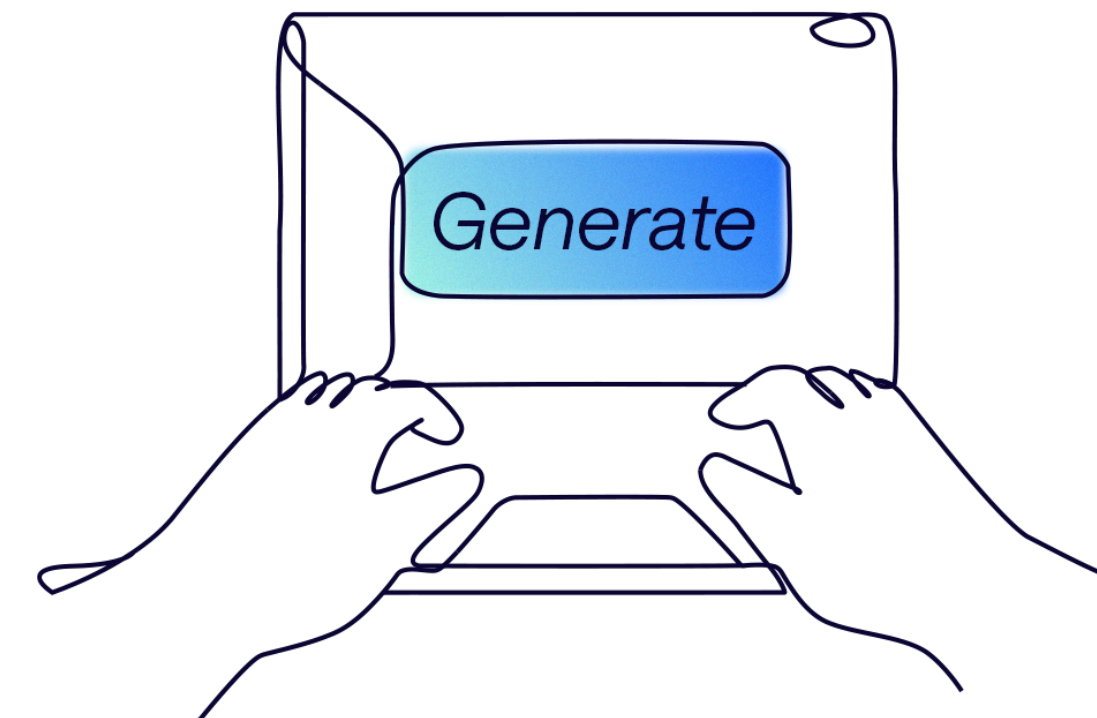
Anti-AI sentiment is growing

A study of nearly 2,000 students showed that while many are 'closely familiar' with Gen AI, it's failing to equate to enhanced trust and confidence. And it's a sentiment shared across generations. 'Pause AI' protests took place in 13 countries in 2024, calling for a halt in the development of new AI models until their safety could be [thoroughly evaluated](#).



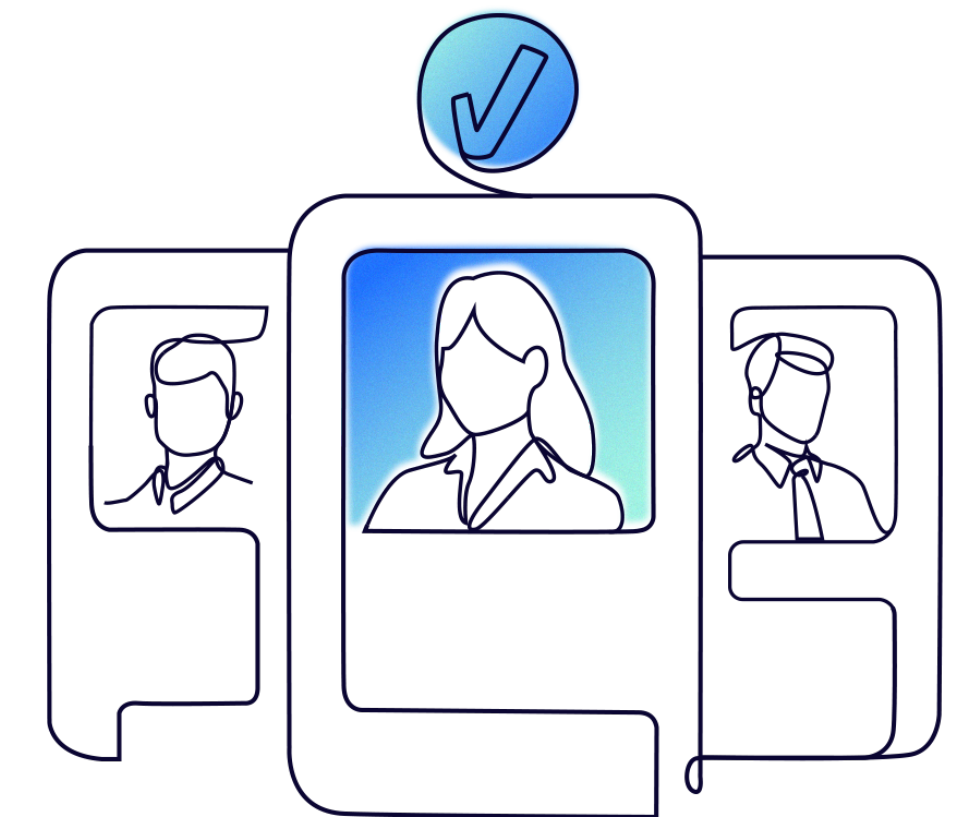
Everyone appears to be an AI expert

The relative 'newness' of AI means that experience is an ineffective indicator of knowledge. With so many experts sharing their insights and opinions, it can be difficult to filter the enormous volume of information and more importantly, determine what impact it will have on your business.



Talent shortages will stifle progress

Organisations are struggling to find the right candidates, with the right skillsets, in the right place and at the right cost. Add in new technologies, an ever-shortening shelf life on skills and a lack of training ([a recent Hays survey](#) found that 60% of employees do not feel their employer is helping them to prepare for the implementation of AI in the workplace), and a talent crisis becomes a very tangible reality.



Organisations are chasing small wins

In a bid to avoid being left behind, we're seeing a number of companies take very specific AI-use cases and implement them quickly. They'll move the needle for productivity at an individual level, but they aren't reflective of a strategy that will fundamentally transform how work gets done.

The Future of Work:

How AI is impacting the labour market

Global data on job demand

Battling the ‘hype cycle’

Each new iteration of technology brings with it copious amounts of literature that declares the ‘death’ of some roles and the emergence of brand-new skills, often prompting global hysteria as organisations compete for a finite resource. We’ve watched the same story unfold time and time again – from the internet to robotic process automation.

Gen AI is disrupting the labour market. It’s predicted to add immense financial value by heightening productivity and augmenting existing capabilities.

But the benefits will be distributed unevenly across roles and sectors, with multiple external factors including economic uncertainty and geopolitical instability causing further discrepancies in adoption.

Make informed decisions about your workforce

When it comes to the composition of your workforce, you need to make decisions that are driven by data.

In response, we’ve leveraged our global data on job volume. We compare the number of technology jobs registered across the globe to better understand the demand for key skills, as organisations look to develop their digital transformation roadmap.

Our dataset ranges from early 2022 through to the end of 2024. This elongated timeframe has been deliberately chosen in order to better understand how the launch of Gen AI has disrupted the demand for certain roles. Fluctuations in the volume of jobs registered enable us to understand how organisations are adjusting their search for skills.

Diving into the data

We start by exploring some of the skillsets where the impact on jobs has been most evident – as demand both declines and persists across different skills areas. Then, we dig deeper into specific roles, splitting the contract types to better understand how organisations are engaging with certain skillsets to get work done.

Finally, we zoom out to give you a global perspective on demand, detailing the most sought-after skillsets, split by country. Our experts lend their insights to shape the story behind the numbers.

Here’s what we found. ►



A snapshot of the tech talent landscape

Software Development

is the **most in-demand skills** area globally, although demand has **declined rapidly in 2024**.

The delivery of transformation is a key concern for organisations, with **‘Project Manager’ recorded as the most in-demand role for 2024**.



Contractors become a key resource for organisations in 2024, with

21%

more contract roles registered, compared to permanent jobs.

Roles in ERP/CRM have witnessed a steady increase

in demand since 2022, largely avoiding the peaks and troughs faced by other skills areas.

