

AI AND THE FUTURE OF JOBS

BREAKING DOWN THE
WEF 2025 REPORT



TABLE OF CONTENTS

01

Executive Summary

02

Source Authority Overview

03

Key Finding Analysis

05

Business Impact Assessment

11

Best In-Class Examples

14

Strategies We Recommend

17

Preparation Framework

EXECUTIVE SUMMARY

The 2025 Future of Jobs Report shows a labour market entering a decade of disruption and redesign. Job creation is expected to outpace losses, but the forces shaping that growth—technology, climate, demographics, economics, and geopolitics—are converging in complex ways.

1

Nearly **9 in 10 firms** expect AI and information processing to be transformative by 2030. Robotics and energy technologies follow close behind. By the end of the decade, tasks will be split almost evenly between humans and machines.

2

47% of firms expect mitigation policies to reshape their business. Renewable energy engineers, environmental specialists, and EV experts are among the fastest-growing roles

3

Half of employers expect rising living costs to transform their operations; slower growth could **displace 1.6 million jobs**. Executives face a dual challenge: managing wage and cost pressures while investing in workforce adaptability.

4

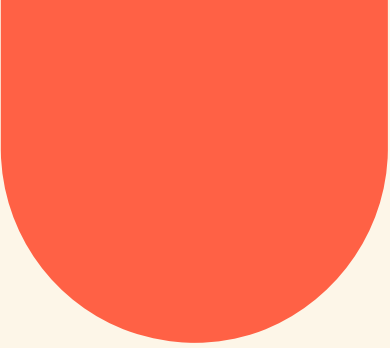
Aging populations in high-income economies fuel **demand for healthcare roles**, while younger workforces in emerging markets drive growth in education. This imbalance will influence where firms locate operations, build R&D hubs, and source talent.

5

Geopolitics and fragmentation are reconfiguring supply chains. **One-third of companies** expect trade restrictions and industrial policy to alter their business models.

6

Across these shifts, one barrier dominates: skills gaps. Sixty-three percent of employers identify talent shortages as their main obstacle.



SOURCE AUTHORITY OVERVIEW

The Future of Jobs Report 2025, published by the **World Economic Forum**, is based on input from 1,000+ large enterprises across 22 industries and 55 economies, representing 14 million workers. Conducted in 12 languages between May and September 2024, the survey used a refined methodology from earlier editions to capture workforce and skills outlooks. Its scale and consistency make it a credible view of how the world's most influential employers anticipate future labour-market shifts.

The background is a solid yellow color. There are several dark blue curved lines that sweep across the page, starting from the left edge and curving towards the right. These lines are of varying radii and positions, creating a dynamic, abstract pattern.

KEY FINDING ANALYSIS



FINDING 1

GREEN TRANSITION REDEFINES JOBS AND SKILLS

Climate action is now a top-tier driver of workforce change. Roles such as renewable energy engineers, environmental specialists, and EV experts are among the fastest-growing, while “environmental stewardship” has entered the list of top 10 skills in demand.

Automotive and mining firms will simultaneously decarbonize and reconfigure supply chains; financial services and real estate are embedding sustainability expertise into investment and asset management. Emerging markets with **young workforces like India can become hubs for green talent**, while aging economies risk shortages unless reskilling accelerates.

FINDING 2

TECHNOLOGY AND ESG CONVERGENCE WILL RESHAPE BUSINESS MODELS

86% of employers cite AI and information processing as transformative by 2030, with robotics (58%) and energy technologies (41%) close behind. At the same time, 60% expect broadening digital access to restructure their operations. What distinguishes this cycle is the fusion of digital adoption with ESG imperatives.

Generative AI exemplifies this shift: investment has multiplied since 2022, and firms are applying it to optimize renewable energy grids, materials innovation, and sustainable finance.

EXECUTIVE TAKEAWAY:

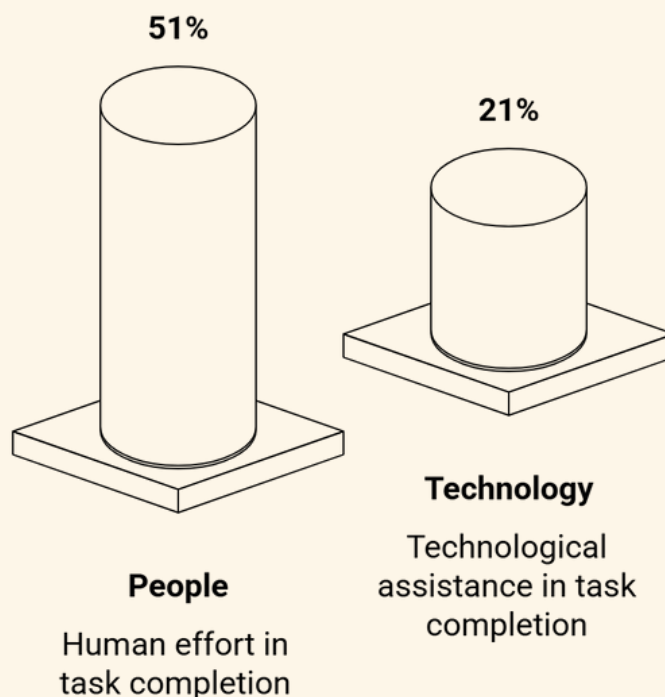
Sustainability is the new workforce strategy. Firms that embed green skills into hiring, training, and business design soon will secure competitive advantage

FINDING 3

UPSKILLING AND AUTOMATION DRIVE WORKFORCE STRATEGIES

Workforce realignment dominates employer responses: 85% plan to prioritize upskilling and 73% will expand automation over the next five years. Today, people complete 51% of tasks and technology 21%; by 2030, the split is expected to reach near parity. **Beyond technology choices, culture emerges as a barrier**—nearly half of employers cite resistance to change as a brake on transformation.

Task Completion Contributions



EXECUTIVE TAKEAWAY:

Cost gains come from automation, but resilience comes from upskilling. The strongest firms will advance both in parallel.

The background is a solid yellow color. There are several dark blue curved lines that sweep across the frame, starting from the top left and bottom right corners and curving towards the center. The text is centered in the middle of the page.

BUSINESS IMPACT ASSESSMENT

SHORT TERM (6 MONTHS)

Slower global growth stands out as the only macrotrend expected to drive more job losses (3 million) than gains (2 million). Rising cost of living exerts the opposite effect: creating 4 million jobs while displacing 3 million. The immediate challenge for firms is balancing inflation-driven wage pressures with near-term automation and reskilling programs.

Executive Takeaway:

Expect short-term labour volatility. Firms that maintain reskilling investments even amid economic pressure will be positioned to stabilize talent pipelines.

MEDIUM TERM (1-2 YEARS)

Upskilling is the most common employer strategy, with 85% planning to implement it by 2030. Task automation follows closely at 73%, with augmentation strategies at 63%. By mid-decade, industries with high exposure to supply chain risk (automotive, aerospace, mining) will be reshaping workforce needs under both climate and geopolitical pressures.

Executive Takeaway:

Workforce strategy is diverging by industry. Executives should benchmark against peers to decide where to lean harder into automation versus human augmentation.

LONG TERM (3-5 YEARS)

By 2030, 22% of today's jobs will be reshaped by structural labour-market transformation. Employers expect 39% of workers' core skills to change, with sustainability and digital skills dominating. Wage allocation is also shifting: just over half of firms plan to raise the share of revenue devoted to pay, reflecting both inflation and competition for scarce skills.

Executive Takeaway:

Job churn is inevitable. Firms must design long-term workforce plans around constant reskilling and wage competitiveness.



KEY INSIGHTS

Investment in Generative AI has risen eightfold, bringing not only software deployment but also heavy infrastructure spending on servers and energy supply. Financial services expect near-universal AI uptake (only 5% foresee minimal adoption).

7 in 10 firms plan to self-fund training, while 41% seek hybrid public-private models. Governments are expected to play an unusually strong role: **40% of firms see them as funders of reskilling**, double the global average.

Creative thinking is one of the fastest-growing skills, yet roles like graphic design are in decline. Creativity is moving from production to problem-solving contexts, as routine tasks are absorbed by AI.

63% of employers identify skills gaps as the main barrier to transformation. Resilience, agility, and technological literacy stand out as the strongest differentiators between growing and declining roles.

Even with resources in place, transformation often stalls due to internal resistance. **46% of employers cite culture as a barrier**, with skills shortages and outdated regulation each flagged by roughly half.

One-third of companies expect geoeconomic fragmentation to reshape employment models. Many are offshoring and reshoring simultaneously, creating new pressure points in workforce deployment.

KEY INSIGHTS

Investment in Generative AI has risen eightfold, bringing not only software deployment but also heavy infrastructure spending on servers and energy supply. Financial services expect near-universal AI uptake (only 5% foresee minimal adoption).

7 in 10 firms plan to self-fund training, while 41% seek hybrid public-private models. Governments are expected to play an unusually strong role: **40% of firms see them as funders of reskilling**, double the global average.

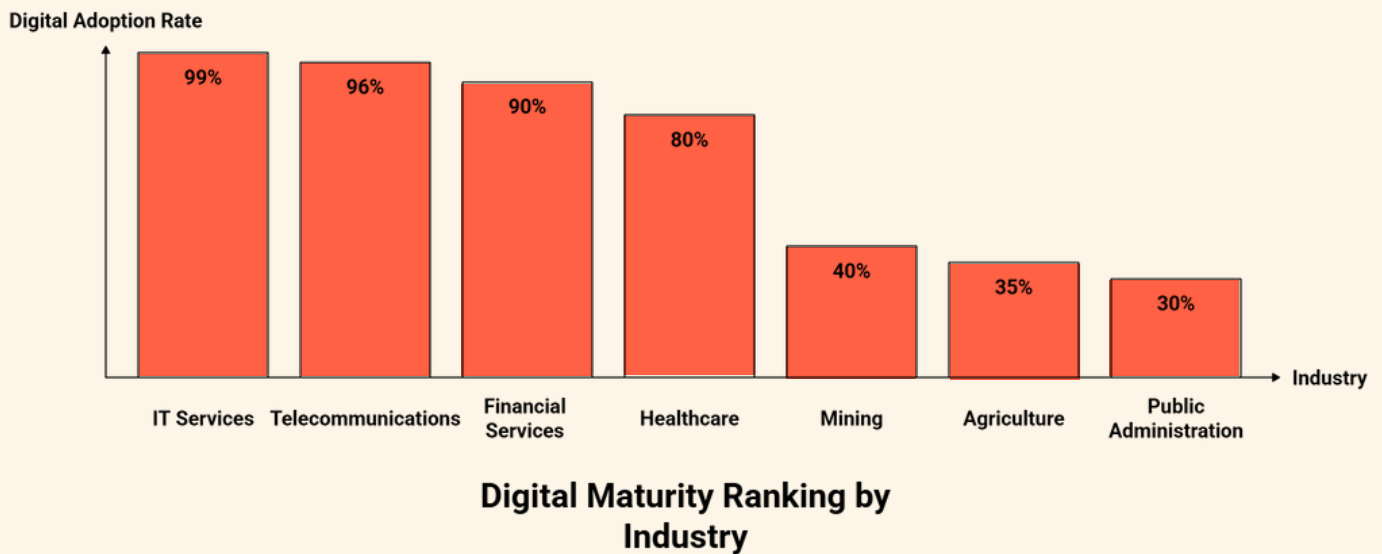
Creative thinking is one of the fastest-growing skills, yet roles like graphic design are in decline. Creativity is moving from production to problem-solving contexts, as routine tasks are absorbed by AI.

63% of employers identify skills gaps as the main barrier to transformation. Resilience, agility, and technological literacy stand out as the strongest differentiators between growing and declining roles.

Even with resources in place, transformation often stalls due to internal resistance. **46% of employers cite culture as a barrier**, with skills shortages and outdated regulation each flagged by roughly half.

One-third of companies expect geoeconomic fragmentation to reshape employment models. Many are offshoring and reshoring simultaneously, creating new pressure points in workforce deployment.

INDUSTRY BENCHMARKS & COMPARISONS



- IT Services is positioned as the **most advanced sector in the global workforce** transition. The sector is also an early investor in frontier technologies such as quantum and cybersecurity platforms, making it both a provider and beneficiary of digital transformation.
- Telecommunications is demonstrating **heavy network modernization with aggressive upskilling** with 96% of employers ranking workforce development as top priority.
- **Financial Services is integrating AI into risk modeling, investment analysis, and developer workflows**, with the majority of global banks reporting live deployments. Healthcare is advancing under demographic pressure, **investing in predictive analytics and telehealth to manage surging demand**, though it remains constrained by regulatory lag.
- By contrast, sectors such as Mining, Agriculture, and Public Administration lag behind, with adoption slowed by infrastructure gaps, regulatory barriers, or entrenched organizational cultures.

For IT leaders, these contrasts highlight where the demand for digital services, cloud platforms, and AI-enabled solutions will be concentrated, and where lagging sectors may require external partnerships to catch up.

MATURITY MODEL ASSESSMENT

Transformational: IT Services, Telecoms

Both are embedding AI into operating models, standardizing skills, and building delivery ecosystems.

Advanced: Financial Services and Healthcare

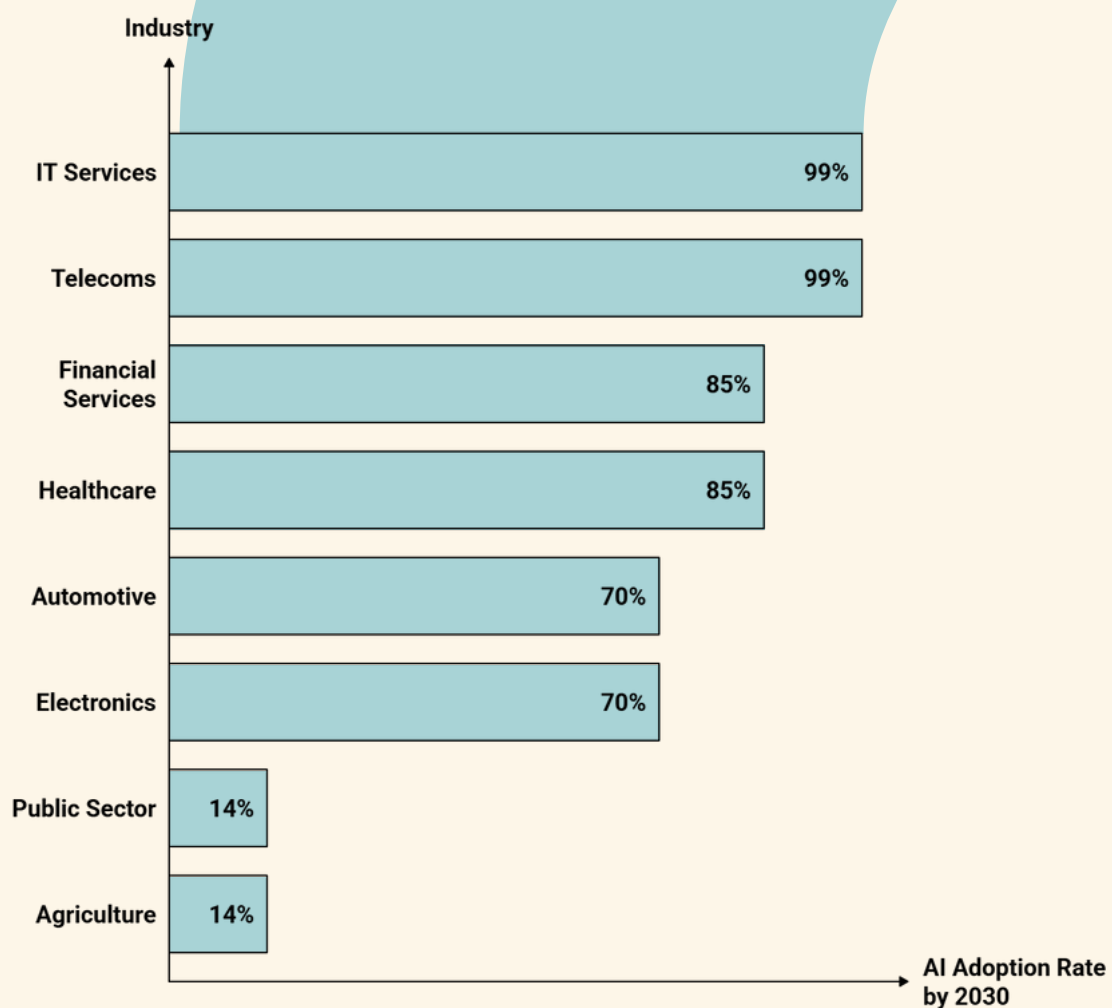
AI adoption is strong, but controls (risk/compliance in finance; safety/regulation in health) slow scaling.

Developing: Automotive and Electronics

Automation-heavy, with augmentation and workforce alignment still catching up.

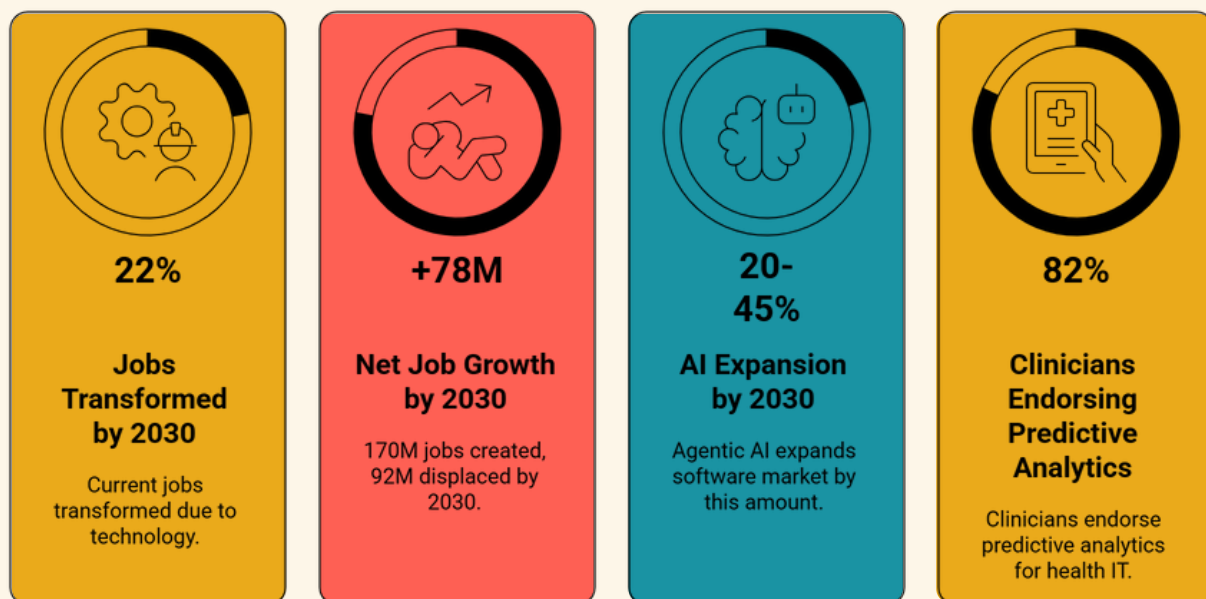
Early: Public Sector, Agriculture

Digital ambitions are high but undermined by culture, regulation, or infrastructure gaps.



AI Adoption Maturity by Industry

MARKET OPPORTUNITY



The sharpest **opportunities lie at the intersection of AI, cloud, and regulated industries**. Service providers that combine technical depth with compliance-ready frameworks will win disproportionate market share.

Industry transformation is uneven, but for IT Services executives the benchmark is clear: industrialize AI, standardize workforce skills, and align offerings to regulated domains where demand is surging.

Adjacent sectors like Telecoms, Finance, and Healthcare set the most relevant comparators. Leaders that synchronize technology bets with workforce systems are extending their advantage, while lagging sectors underscore the risks of treating digital adoption and reskilling as separate agendas.

RISK MITIGATION STRATEGIES



Generative code introduces new risks: subtle errors, non-standard conventions, and hidden dependencies. Firms must reinforce governance with rigorous code reviews, static analysis tools, and documentation protocols. Engineers must remain accountable for AI-generated code to prevent the accumulation of a new form of technical debt.

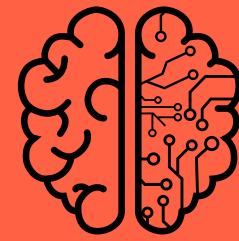
The misuse of powerful internal AI tools is a growing vulnerability. Organizations should embed training on ethical AI use, IP protection, and data privacy into onboarding and continuous development. The goal is to ensure that productivity gains do not come at the cost of trust or compliance breaches.



Attrition of top talent is one of the highest-cost risks. Instead of competing solely on salaries, firms should establish budgets dedicated to skill development, deep-learning sabbaticals, and project-based fellowships in emerging technologies.

The background is a solid yellow color. There are several dark blue curved lines that sweep across the top and bottom of the page, creating a modern, abstract design.

BEST IN-CLASS EXAMPLES



CASE STUDY 1



In 2025, TCS created a dedicated AI unit, elevating artificial intelligence from a delivery capability to a governance and strategy pillar. The appointment of a Chief AI & Services Transformation Officer, along with plans to embed AI agents alongside human teams, reflects a systemic shift: AI is no longer peripheral experimentation but embedded into the organizational model. Beyond structure, TCS is investing in AI-ready infrastructure, from specialized data centers to training frameworks for its 600,000+ employees.

EXECUTIVE TAKEAWAY:

IT providers that formalize AI ownership, integrate infrastructure, and reskill at scale will set the delivery standards for the next decade



CASE STUDY 2

Goldman Sachs

Goldman has rolled out a firm-wide AI assistant, alongside engineering co-pilots, to enhance productivity across front-office and development functions. Early pilots have cut document review and coding times, while maintaining regulatory compliance. This reflects a broader pattern in finance: AI is being deployed not only for efficiency but as a buffer against market volatility, helping firms absorb shocks and adjust client service models in real time.

EXECUTIVE TAKEAWAY:

For IT service partners, finance is an advanced use case proving that enterprise AI can deliver both productivity and resilience under regulatory pressure.



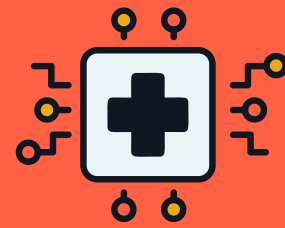
CASE STUDY 3

Tech Mahindra

Tech Mahindra has built the largest pool of TM Forum-certified professionals worldwide, aligning workforce capability with emerging telecom standards. Certification and credentialing are being used strategically to reduce deployment friction in complex digital programs, particularly around autonomous operations and edge computing. The firm has also expanded its innovation labs to co-develop solutions with carriers, ensuring that training translates into real-world deployments.

EXECUTIVE TAKEAWAY:

Workforce credentials and industry-standard certifications can compress transformation timelines — a model IT providers can replicate in other domains.



CASE STUDY 4

PHILIPS

Philips' survey found 82% of healthcare professionals believe AI and predictive analytics can save lives, particularly through earlier diagnosis and more efficient patient flow. This marks a turning point: clinicians are shifting from skepticism to trust in digital tools. The scaling of predictive analytics creates demand for IT partners capable of integrating clinical data, deploying MLOps pipelines, and ensuring security and privacy.

EXECUTIVE TAKEAWAY:

Digital health illustrates how demographic demand and trust in AI combine to create platform-scale opportunities for IT service providers



STRATEGIES WE RECOMMEND

IN THE NEXT 90 DAYS

Conduct a Codebase and Skills Audit

Executives should begin by **mapping engineering capabilities directly against future demand**. Analyze core platforms (Python, JavaScript, Go) for resilience and identifying gaps in fast-rising areas such as large language models, quantum fundamentals, and edge AI. A structured audit creates the baseline for targeted upskilling and intelligent workforce deployment.

Launch a “Strategic Code” Initiative

Engineering leaders should **identify one or two legacy codebases that absorb disproportionate resources and prioritize them for AI-assisted refactoring**. The objective is to release senior engineers from low-value maintenance and redeploy them into product innovation, ensuring scarce talent is applied where it generates competitive differentiation

Establish a Generative AI Task Force

Form a cross-functional team of top developers and product managers to test generative AI tools (GitHub Copilot, AlphaCode, others) in live workflows. The mandate is not experimentation for its own sake but quantification — **tracking impacts on code velocity, defect rates, and developer experience**. This creates an evidence base to guide scale-up decisions.

IN THE NEXT 6–12 MONTHS

Implement a Dynamic Skills Graph

Move beyond static HR databases to a living, data-driven skills graph. Such a system **maps engineers' experience in real time, identifies optimal project teams, flags emerging shortages, and highlights leadership candidates**. Firms that deploy this capability will be able to align workforce allocation to evolving technology demands at speed.

Re-engineer the Talent Pipeline for AI

Traditional hiring funnels are no longer sufficient. The priority is to cultivate “T-shaped” talent: **engineers with deep specialization in one domain (e.g., machine learning) but broad exposure across DevOps, UX, and product design**. Partnerships with universities and specialized bootcamps should be restructured to source and develop this hybrid workforce.

Pilot a “Productive AI” Program

Move beyond code completion toward embedding AI across the product lifecycle. **Priority use cases include automated testing, predictive analytics for user behavior and intelligent feature recommendations**. Firms that operationalize AI in development and product management will see efficiency improvements evolve into new revenue streams.

IN THE NEXT 1-3 YEARS

Build a Culture of Learning

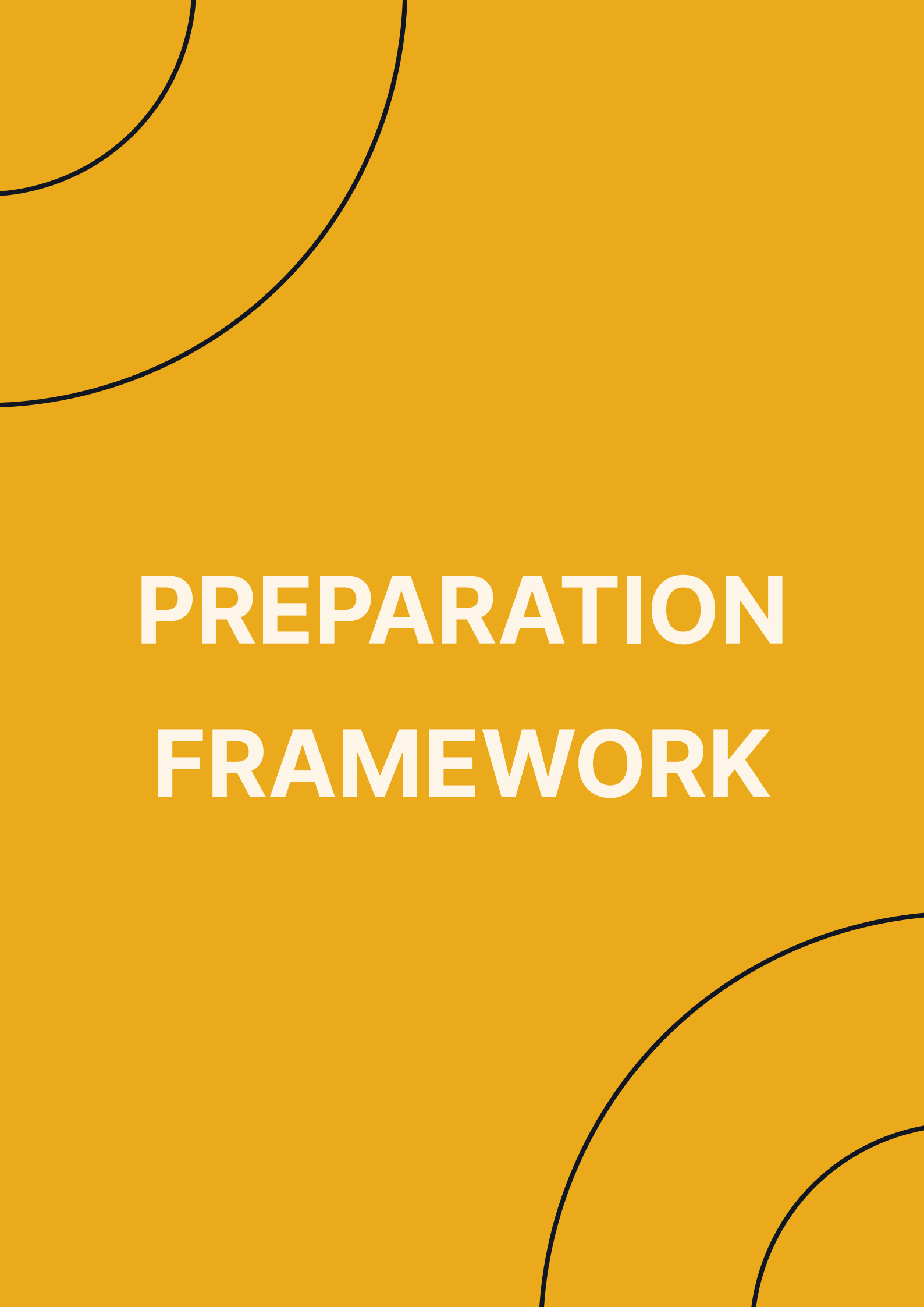
Sustainable advantage will rest on organizational culture. Firms should **reward engineers not only for code output but also for innovation and knowledge-sharing**. Compensation systems tied to these blended metrics reinforce a workforce that is both productive and adaptive.

Redefine the Role of the Engineer

The software engineer is no longer only a coder. The role is shifting toward architecting solutions, managing AI-human workflows, and translating business requirements into technical execution. This redefinition requires **new career paths, updated role descriptions, and leadership training to cultivate the “next full stack” developer**.

Focus on Intellectual Property as a Service

As commodity coding is absorbed by automation, competitive advantage will come from proprietary IP, unique algorithms, and domain-specific data assets. **Firms should invest in building or fine-tuning domain LLMs**, curating exclusive datasets, and creating platforms that embed defensible differentiation into client offerings.

The background is a solid yellow color. There are several dark blue curved lines that sweep across the page, starting from the top left and bottom right corners and curving towards the center. These lines are of varying radii and create a sense of movement and depth.

PREPARATION FRAMEWORK

READINESS ASSESSMENT CHECKLIST



The Talent Compass:

Identify the 5–10% of engineers who drive disproportionate value and amplify their output with AI tools. At the same time, recognize roles most exposed to commoditization to guide redeployment.



The Psychological Safety Index:

Assess whether employees feel safe raising concerns about automation. Without cultural safety, creativity and candid feedback decline—both essential to transformation.



The Product Mindset Shift:

Ensure product teams are designing for human–AI collaboration rather than full automation. Advantage will come from symbiotic workflows that competitors cannot replicate.

TEAM PREPARATION REQUIREMENTS

Strategic talent programs are the foundation for embedding AI fluency, customer empathy, and creative problem-solving at scale.



The AI Whisperer Certification

Launch internal programs that reward engineers for automating a portion of their workload using generative AI tools, building fluency through applied experience.

The Product Immersion Program

Embed engineers with sales and customer teams to gain first-hand exposure to client needs and design more customer-centric solutions.

The Super-Trainee Cohort

Create fast-track programs for diverse hires from non-traditional disciplines. Cross-disciplinary perspectives expand creativity and problem-solving.

TECHNOLOGY

INFRASTRUCTURE NEEDS

A strong AI program needs the right foundation to thrive. This section outlines the core infrastructure layers that make innovation secure, scalable, and adaptable

The Secure Innovation Sandbox

Establish isolated environments where teams can safely experiment with AI tools and models without risking data leakage.

Hybrid Development Environments

Reduce vendor lock-in by supporting multiple AI models and tools for task-specific optimization.

The Sentient Feedback Loop

Extend CI/CD with AI-driven monitoring of codebases, production errors, and workload indicators to guide refactoring and team health.

The Data Forge

Build a governed, centralized repository of organizational data—code commits, support logs, customer interactions—to train proprietary AI models.

BUDGET PLANNING

Budgets shape how far ideas can go. This section focuses on where investment matters most — from innovation bets to talent retention and cultural strength.



The Innovation Fund

Dedicate capital to exploratory AI projects with uncertain ROI but high potential impact.

The ROI of Trust

Invest in cultural resilience and psychological safety; workforce confidence in change is as valuable as technical infrastructure.



Talent Buybacks

Allocate resources to retain top engineers through professional development, advanced degrees, or sabbaticals, rather than salary competition alone.



The following report is an asset of



About LemonVolt

Lemonvolt is reimagining recruitment by replacing outdated hiring systems with autonomous AI agents that run talent acquisition end-to-end. Our Agentic Hiring Platform gives businesses the efficiency and scale of a large recruiting team without the overhead. We empower HR and leadership teams with next-gen tools that cut cost, time-to-hire, and complexity, helping them compete with greater agility in fast-moving tech and IT markets. Anchored in innovation and a Silicon Valley-inspired approach, Lemonvolt is driving the future of hiring with intelligent, transformative technology.

Discover LemonVolt

lemonvolt.com