



WHITEPAPER

# FUTURE OF WORK 2025

Reimagine Work.  
Redefine HR.

By Rent a Recruiter and Propel Consult

[www.rentarecruiter.com](http://www.rentarecruiter.com)



## Introduction

# Future of Work

Walt Disney famously said: “Times and conditions change so rapidly that we must keep our aim constantly focused on the future.”

In today's rapidly evolving AI landscape, Walt Disney's wisdom rings truer than ever. Technological advancements and AI are disrupting traditional work models, employee expectations are shifting dramatically, and the very nature of work itself is being redefined.

At the heart of these changes, the Future of Work HR Conference under the theme “Reimagine Work. Redefine HR.”—brought together leading voices like Barry Prost, Chair & Co-Founder at **Rent a Recruiter** and **Propel Consult**; and Sangeeta Parmar, COO at Propel Consult. Ahlam Oun, Director at **General Assembly**; Gary Brady, Head of HR at **RCSI**; Farrah Al Qassimi, Associate Principal at **Gallup**; Ahmed Janahi, Director of Customer Experience & Partnerships at **Tamkeen**; Yosra Abdulwahid, Head of People Function at **APM Terminals**; Together, they tackled the pressing challenges and exciting opportunities redefining the future of work.

This whitepaper dives into critical topics such as preparing the workforce for AI, unlocking the potential of generative AI in HR, fostering inclusive and innovative cultures, and weaving technology seamlessly into HR practices.

Packed with actionable insights, it offers you a roadmap to stay ahead of the curve and build a workforce that thrives in the future.

### Barry Prost

Chair & Co-Founder  
Rent a Recruiter & Propel  
Consult



### Sangeeta Parmar

COO  
Propel Consult



With special thanks to our sponsor, General Assembly, and specifically to Leila Rajab and Ahlam Oun.

## Table of Contents

# Future of Work

### AI's Role in HR Transformation

**Topic 1** | Pg. 05  
**Preparing for AI's Workforce Impact**

Adapting to AI-driven workforce changes.

**Topic 2** | Pg. 06  
**Generative AI: The Future of HR**

Transforming HR processes with generative AI.

**Topic 3** | Pg. 09  
**AI's Role in Driving Global Digital Transformation**

AI a cornerstone of digital transformation worldwide.

### Upskilling and Reskilling

**Topic 4** | Pg. 13  
**Bridging Gaps for Tech Talents**

Solutions to tackle technology skill shortages.

**Topic 5** | Pg. 16  
**Future-Ready Talent: Building a Sustainable Workforce**

Empowering the workforce through sustainable programmes.

**Topic 6** | Pg. 17  
**The Rise of New-Collar Jobs**

Emerging roles requiring modern skill sets.

### Diversity, Equity, and Inclusion (DEI)

**Topic 7** | Pg. 19  
**Inclusion as a Driver of Organisational Success**

Building success through inclusive strategies.

**Topic 8** | Pg. 20  
**Embracing Human Sustainability**

Fostering equitable and lasting workplace practices.

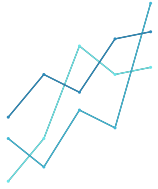
### The Future of Work is Here, Make Sure You're Ready

**Topic 9** | Pg. 21  
**Tactics for organisations to thrive in 2025**

Strategic approaches for future organisational success.

## Conference Insights

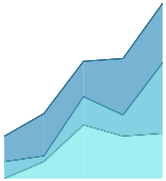
# The Evolving HR Landscape



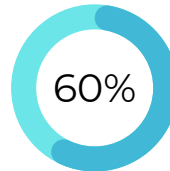
AI allows recruiters to manage **20 roles** at once (compared to 6 without AI).



Gallup data reveals that highly engaged teams show **21% greater profitability** and **17% higher productivity**.



Salaries for leadership roles in ICT, financial services, and emerging industries continue to rise globally, driven by digital transformation and the demand for specialised skills.



By 2027, **60%** of employees will require upskilling to remain relevant in the workforce.



Companies with strong **DEI** practices are **35%** more likely to outperform their peers financially.



The global demand for digital skills is growing rapidly, with AI, cybersecurity, and data analytics among the most sought-after skills





## AI's Role in HR Transformation

### Preparing for AI's Workforce Impact

As AI continues to reshape industries, HR leaders must lean in and embrace this disruption, balancing the potential for efficiency with employee concerns about job displacement. While AI will take over repetitive, time-consuming tasks like job descriptions, CV formatting, and video screening, it is crucial to remember that AI won't replace human roles entirely. Instead, it will augment HR capabilities, allowing professionals to focus on strategy, employee engagement, and more personalised interactions.

For example, recruiters using AI can save 40-60% of time on tasks, managing significantly more roles in the same workday. However, as organisations look to adopt AI, they must also prioritise upskilling their workforce to adapt to new tools and technologies.

To thrive in an AI-driven future, organisations must prioritise cultivating an agile mindset at all levels, creating environments where innovation is not just encouraged but embedded into the company culture. The gap between leadership's vision for change and employees' ability to innovate presents a critical opportunity for HR leaders to champion more dynamic, flexible, and forward-thinking strategies.

# 30% - 35%

Gartner (2024) Future of Work Trends

Suggests that only 30-35% of executives are confident in their company's ability to pivot quickly in response to technological and market changes.



## AI's Role in HR Transformation

# Generative AI: The Future of HR

Gary Brady, Head of HR at RCSI, highlighted the unprecedented opportunities generative AI offers for HR functions. By automating repetitive tasks like resume screening, policy drafting, and data analysis, AI allows HR professionals to dedicate more time to strategic initiatives.

However, leveraging AI also raises important challenges:

- **Data Privacy:** Ensuring compliance with data protection regulations.
- **Bias Reduction:** Implementing safeguards to minimise algorithmic discrimination.
- **Human-Centric Design:** Maintaining trust and connection by balancing AI capabilities with human oversight.



RCSI's HR team implemented ChatGPT for automating job descriptions, onboarding content, and analytics reporting. The results included a **50% reduction in administrative overhead** and **improved recruitment efficiency by 30%**.

## The CREATE Framework

Gary introduced the CREATE Framework for effective AI integration:

- **Context:** Provide detailed background and objectives.
- **Refine:** Use clear goals and examples.
- **Explain:** Specify requirements explicitly.
- **Adjust:** Continuously improve output for relevance and tone.
- **Type:** Define desired output formats.
- **Evaluate:** Verify accuracy and appropriateness.

## CREATE Framework Example

**Ineffective Prompt:** "Draft a job description for a HR Business Partner."

**Context:** "Draft a job description for a Senior HR Business Partner in a multinational tech company. The role focuses on employee relations, talent strategy, and leadership coaching."

**Refine:** "Highlight experience in HR analytics, workforce planning, and DEI initiatives. The role requires working with senior leadership to align HR strategies with business goals."

**Adjust:** "Ensure the description aligns with industry best practices and mentions relevant certifications such as CIPD, SHRM, or PHR."

**Type:** "Format the job description in bullet points for responsibilities and qualifications. Include a call to action for candidates to apply."

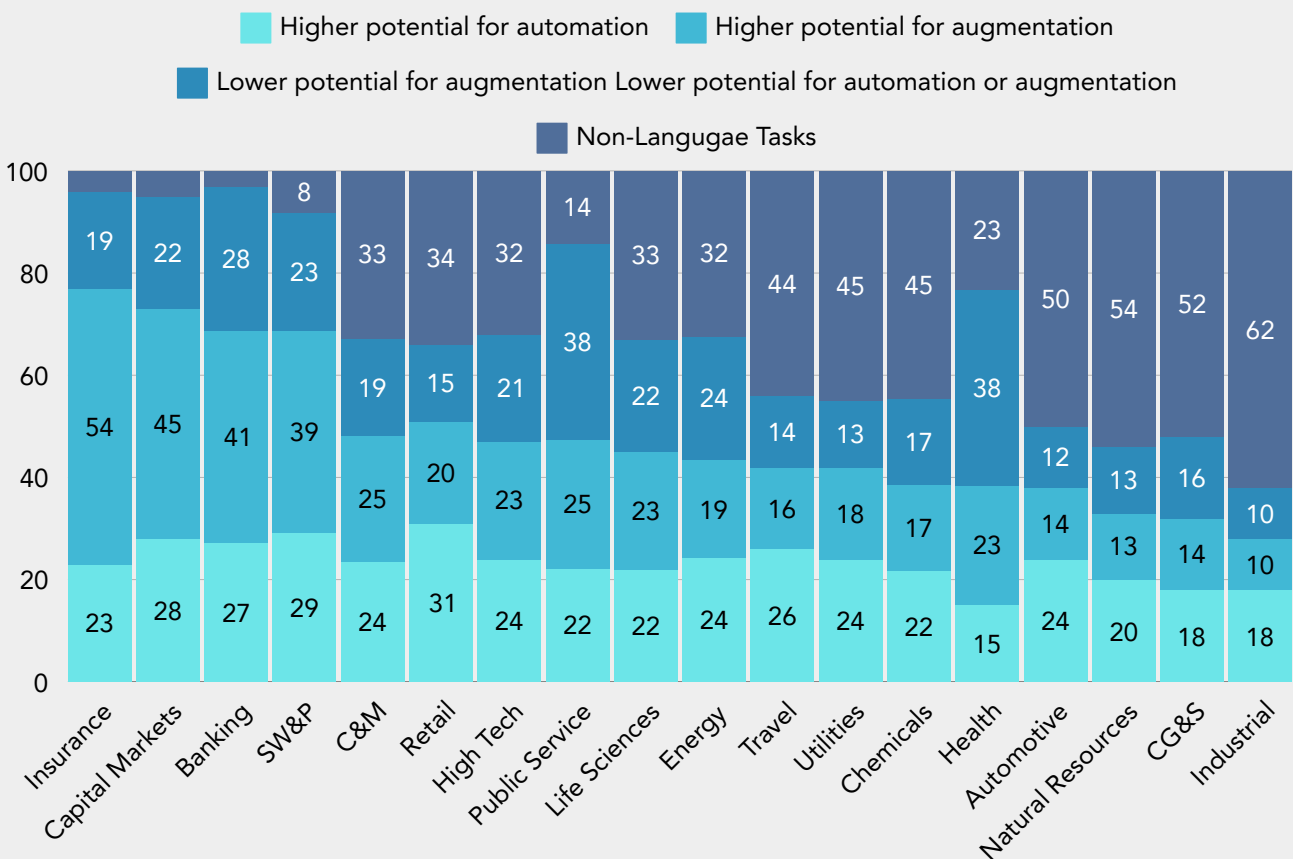
**Evaluate:** "Review for clarity, inclusivity, and alignment with HR compliance and diversity best practices."

## Generative AI's Global Impact on the Workforce

Generative AI is set to reshape work across industries worldwide, with automation and augmentation playing distinct roles across different sectors.

- **High Automation Potential:** Sectors such as Capital Markets (45%), Banking (41%), and Retail (31%) are expected to see significant AI-driven automation, particularly in administrative tasks, fraud detection, and customer service automation.
- **Augmentation Over Automation:** Industries like Public Service (38%) and Healthcare (38%) will benefit from AI as an enhancement tool rather than a replacement for human roles, supporting decision-making, diagnostics, and administrative efficiencies.
- **Limited AI Disruption:** Sectors such as Industrial Manufacturing (62%), Consumer Goods & Services (54%), and Natural Resources (50%) rely more on manual and physical tasks, limiting AI's direct impact on automation. However, AI-driven predictive analytics and robotics integration are expected to improve productivity and efficiency in these industries.

As businesses globally embrace digital transformation, understanding AI's role in workforce automation and augmentation will be key to future-proofing jobs and ensuring sustainable talent strategies.



Source: National Statistical Institute and O\*Net database analysis on work tasks' exposure to Generative AI's impact across multiple industries.

A fundamental idea underlying this new wave of technology is that computer programmes no longer need to function as human-controlled tools, confined to specialised tasks: They can now combine multiple tasks without human input.



# AI's Role in Driving Global Digital Transformation

AI has become a cornerstone of digital transformation worldwide, with governments and businesses integrating AI across healthcare, education, finance, cybersecurity, and public services. Countries are leveraging AI not only for efficiency but also for ethical, transparent, and responsible adoption.

## AI in Public Services & Crisis Management

Governments across the world are using AI-powered solutions to improve crisis response, public safety, and citizen engagement.

- **AI-Driven Pandemic & Disaster Response:** Countries like South Korea, Singapore, and the UK have deployed AI for real-time crisis management, such as tracking COVID-19 cases, automating contact tracing, and optimising healthcare resource allocation.
- **Smart Cities & Public Services:** AI is transforming urban planning, transport systems, and public administration, with AI-powered chatbots, predictive analytics, and automated public service solutions being widely implemented.

## Blockchain & AI for Financial & Regulatory Innovation

The financial sector is increasingly embracing AI and blockchain for security, efficiency, and fraud prevention.

- **Know-Your-Customer (eKYC) & Identity Verification:** Countries like Sweden, Estonia, and Canada have adopted blockchain-based digital identity systems to streamline compliance while ensuring security.
- **Smart Contracts & Secure Transactions:** Blockchain-driven AI is revolutionising areas such as automated contract management, fraud detection, and digital payments in global finance hubs.

## AI-Powered Data Lakes & Decision-Making

To support evidence-based policymaking, governments and enterprises are building large-scale data repositories that enable AI-driven insights.

- **The EU's AI Act & Data Economy:** The European Union has been working towards responsible AI and data-sharing regulations that balance innovation with privacy protection.



- The US & China's AI Strategies: Both nations are investing heavily in national AI infrastructure, leveraging data lakes for public health, economic forecasting, and smart governance.

### AI in Workforce Development & Digital Skills

AI is reshaping workforce readiness, with governments and private institutions investing in AI and digital literacy training.

- Upskilling the Workforce for an AI Economy:
  - In Europe, initiatives such as the European AI Skills Initiative focus on training professionals for AI-powered workplaces.
  - North America sees companies partnering with platforms like Coursera and LinkedIn Learning to offer AI and automation training.
  - Asia-Pacific countries are integrating AI education into schools and universities to future-proof their economies.

### The Future of AI-Driven Societies

As AI adoption accelerates, businesses and policymakers worldwide must focus on responsible AI governance, ethical considerations, and workforce preparedness. The balance between technological innovation and human-centric development will be critical to ensuring inclusive, secure, and sustainable AI-driven economies.

## AI Advancements: Driving a Digital Future

Countries worldwide are accelerating their AI-driven transformation, integrating robotics, the Internet of Things (IoT), and smart technologies into industries such as manufacturing, finance, healthcare, and urban development. AI is not only reshaping economies but also revolutionising how businesses operate, governments deliver public services, and societies adapt to technological change.

A major highlight is the creation of NEOM, a smart city powered by innovative digital technologies, including the world's first cognitive metaverse. The Saudi government is fostering tech growth by supporting startups and international businesses through specialised economic zones and investment initiatives.

### AI-Powered Smart Cities & Digital Economies

Innovative AI-driven smart city projects are emerging across the world, transforming urban environments with automated infrastructure, intelligent traffic systems, and digital governance platforms.

- Singapore, Dubai, and Amsterdam have pioneered AI-driven smart city developments, integrating real-time data analytics for energy efficiency, mobility, and security.
- Countries like Japan, South Korea, and Germany are leveraging AI to enhance digital economies, boost AI-driven entrepreneurship, and foster innovation hubs.

### AI & Robotics: Reshaping Industries Worldwide

Governments and corporations globally are investing in AI-powered automation, industrial robotics, and predictive analytics to modernise industries and increase economic competitiveness.

- AI in Manufacturing & Supply Chains: Companies in China, the US, and Europe are deploying AI-driven robotics and automated logistics to streamline production and reduce costs.
- AI in Healthcare & Public Services: Nations like Canada, the UK, and Australia are utilising AI for predictive healthcare analytics, digital patient care, and AI-assisted medical diagnostics.

AI adoption in manufacturing has increased productivity by up to 40% in some industries.

Source: McKinsey

AI in healthcare is projected to create \$200 billion in cost savings annually by 2026.

Source: Accenture

## AI Advancements: Driving a Digital Future

### AI & Digital Infrastructure Investment

Countries are building AI-driven digital infrastructure to support business innovation, job creation, and economic transformation:

- The European Union's AI Strategy is directing investment into responsible AI development and cross-border digital infrastructure.
- The US and China are leading global AI research and development, with heavy investment in machine learning, data centers, and AI-enabled cybersecurity.
- Emerging economies in Latin America and Africa are harnessing AI to drive financial inclusion, smart agriculture, and tech-enabled workforce training.

### The Global AI Race: Future-Proofing Economies

As AI continues to evolve, nations across the world are competing to develop digital-first economies while ensuring AI governance, ethical frameworks, and sustainable workforce transformation. AI is not just a technological shift—it is a fundamental driver of future economic growth and digital innovation worldwide.



By 2030, AI is expected to contribute \$15.7 trillion to the global economy.

Source: PwC

More than 50 countries have launched national AI strategies to drive digital transformation.

Source: OECD



## Upskilling and Reskilling

# Bridging Gaps for Tech Talents



As businesses undergo digital transformation, the demand for skilled tech talent is outpacing supply. Emerging fields such as software engineering, UX design, AI, and cybersecurity are experiencing a global talent shortage, pushing companies to prioritize upskilling and reskilling initiatives.

As technologies and business models continue to evolve, many companies face skills shortages. Digitalisation is reinventing businesses, and CEOs are turning to HR leaders to develop and recruit new talents for achieving company goals.



## Global Workforce Development Insights

### 1. Investing in Digital Talent

Countries and businesses that invest in digital skills see higher innovation, job creation, and long-term economic resilience.

### 2. Career Transitioners Are an Investment

Individuals switching careers into tech roles often contribute new ideas, diverse experiences, and a strong drive to succeed.

### 3. Bootcamps Work!

Ahlan Oun highlights that hands-on, intensive training programs have helped thousands of professionals acquire job-ready tech skills in months rather than years.

### 4. Upskilling Motivates

Employees who are given learning and development opportunities are more engaged, productive, and likely to stay with their employers.

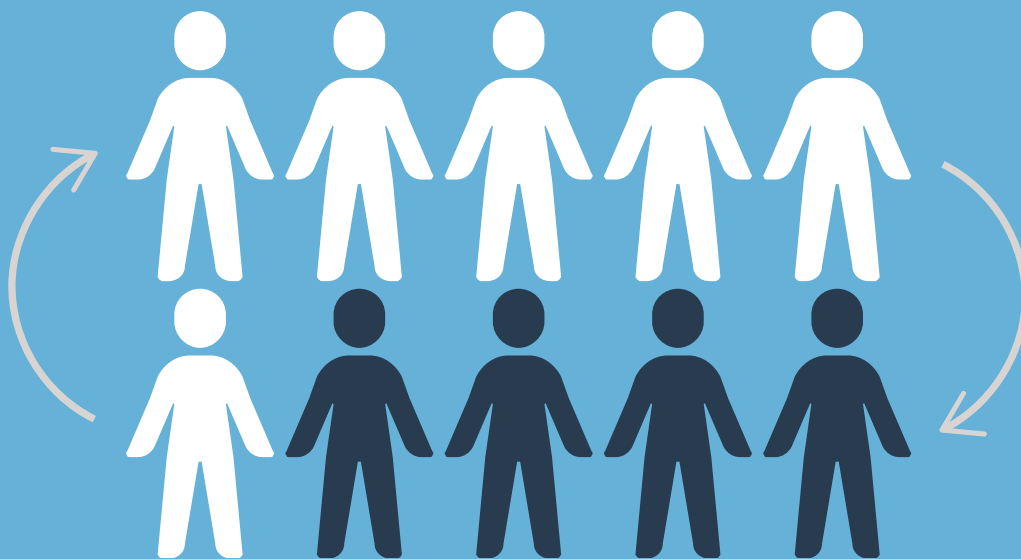
## Upskilling and Reskilling



### Upskilling for Success

Ahlam Oun, Director at General Assembly, emphasises the urgent need for upskilling programs to close these widening talent gaps. She notes that hands-on, immersive learning experiences such as boot camps, accelerator courses, and career coaching are proving highly effective in helping professionals transition into high-demand tech roles.

With over 50% of employees expected to need reskilling by 2027, companies that invest in ongoing learning will remain competitive in the evolving digital economy. Whether through corporate training, online certifications, or government-led skills initiatives, upskilling is no longer an option.



Over 50% of employees are expected to need reskilling by 2027.

(World Economic Forum)

**52% of CEOs surveyed responded that lack of skills in the company's workforce was one of the factors inhibiting the company from changing the way it creates, delivers and captures value.**

PwC, 2024

To future-proof the workforce in an era of rapid technological change, Ahlam Oun emphasises the need for structured upskilling programs that align with evolving industry demands. Organisations worldwide are recognising that continuous learning and workforce adaptability are critical to staying competitive in the AI-driven economy.

Governments, educational institutions, and corporate training providers are investing in AI-powered workforce development programs to ensure employees across industries from entry-level workers to senior executives have the skills necessary to thrive in the digital age.

With 44% of workers' core skills expected to be disrupted by 2027 (World Economic Forum), companies and governments must prioritise AI-driven reskilling to bridge talent gaps and maintain economic growth. Investing in future-ready skills will ensure professionals across all sectors can adapt, innovate, and thrive in the digital transformation era.

Do you face a skills gap within your company?



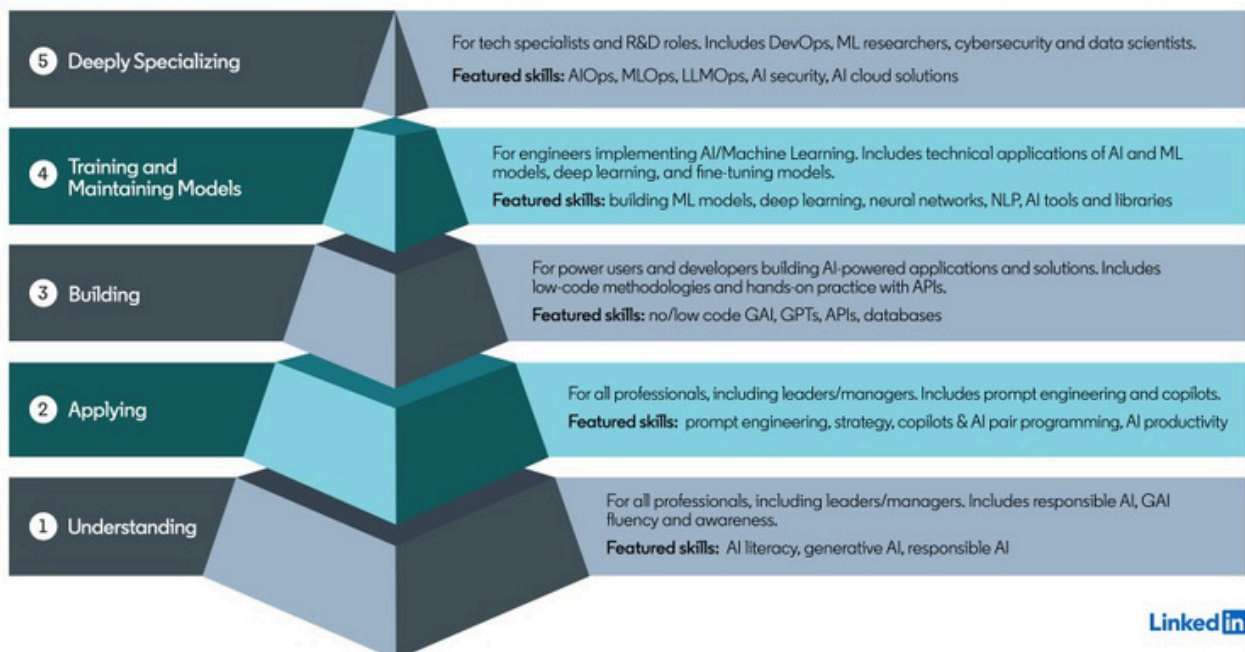
Training vs. hiring: How do you address the skills gap?



Source: the State of L&D - Survey by TalentLMS & SHRM

## AI Upskilling Framework

Build business-critical AI skills at every level of your organization



## Upskilling and Reskilling

# Future-Ready Talent: Building a Sustainable Workforce

As industries undergo rapid digital transformation, organizations and governments worldwide are investing in workforce development initiatives to ensure professionals have the skills needed for the future of work.

Ahlam Oun, Director at General Assembly, emphasises that structured workforce development programs—whether government-backed, corporate-led, or educational partnerships—are key to ensuring long-term economic sustainability and private sector growth.



Workforce development programs play a crucial role in bridging skill gaps, fostering innovation, and driving economic resilience.



- 1. Public-Private Partnerships:** Many countries are launching funding initiatives and training programs to support businesses in upskilling and reskilling employees for high-demand roles in AI, technology, and digital industries.
- 2. Corporate-Led Upskilling Initiatives:** Companies are working with global learning platforms like General Assembly, LinkedIn Learning, and Coursera to provide tailored digital training programs for employees.
- 3. Tech-Driven Economic Growth:** Countries investing in digital skills education, entrepreneurship support, and job creation programs are seeing sustainable employment opportunities emerge in fast-growing industries.

### A Global Push for Future-Ready Talent

With over 50% of employees needing reskilling by 2027 (World Economic Forum), future-proofing the workforce is no longer optional it's essential. Programs that combine AI-driven learning, industry collaboration, and continuous skill development will empower professionals to succeed in the evolving global economy.



## Upskilling and Reskilling

# The Rise of New-Collar Jobs

As industries evolve with AI, automation, and digital transformation, the workforce is shifting towards "new-collar" jobs roles that prioritise skills and experience over formal degrees. Younger workers, particularly Gen Z and Millennials, are redefining career success by seeking stability, fair pay, and upskilling opportunities over roles that are highly susceptible to technological disruption.

### Blue collar is back

Blue-collar job opportunities are on the rise globally, driven by infrastructure projects, automation advancements, and renewed investment in skilled trades. Countries are investing heavily in manufacturing, construction, and renewable energy, fueling demand for technicians, electricians, mechanics, and skilled laborers.

The U.S. and Europe are seeing a surge in skilled trade jobs, with employers offering higher wages and training incentives to address worker shortages.

Automation is transforming blue-collar roles, integrating AI-powered tools in construction, logistics, and manufacturing to enhance productivity.

### New collar explained

The rise of "new-collar" jobs is reshaping the workforce, focusing on skills-based hiring over traditional degrees. These roles, often in technology, digital services, and specialised trades, require hands-on experience, certifications, and vocational training rather than formal university education.

AI, cybersecurity, and cloud computing are leading the demand for new-collar professionals, with companies prioritising practical skills over academic credentials.

Employers are investing in boot camps, apprenticeships, and online learning programs to equip workers with the necessary technical and digital expertise.



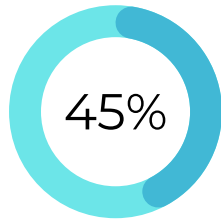
## AI Job Roles

As AI continues to advance, specialised roles are key to ensuring its successful development and integration. These professionals collaborate to optimise performance, maintain security, and support business transformation, driving innovation and delivering value across industries.

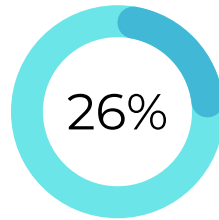


# Diversity, Equity, and Inclusion (DEI) Inclusion as a Driver of Organisational Success

Inclusion is a critical pillar in creating diverse and thriving organisations. It encompasses the extent to which employees from all backgrounds feel valued, respected, accepted, and are encouraged to contribute meaningfully to the organisation's goals. Farrah Al Qassimi, Associate Principal at Gallup, presented Gallup's research highlighting that inclusion is not merely a concept but a necessity for fostering a supportive work environment.



Companies with **high diversity scores** reported an average of 45% innovation revenue.



Companies with **low diversity scores** Reported an average of 26% innovation revenue.

Innovation revenue is the money a company earns from selling its new or significantly improved products, services, or processes.

Source: Boston Consulting Group (BCG)

## Gallup's three core elements for building an inclusive organisational culture

According to Gallup, a staggering 90% of employees who report not being treated with respect also indicate having experienced some form of discrimination or harassment at work. This reinforces the importance of respect as a foundation for inclusive workplaces.

1. **Employees** must feel respected.
2. **Managers** should actively recognise and value employees for their individual strengths.
3. **Leaders** must take decisive actions aligned with doing what is right.



## Diversity, Equity, and Inclusion (DEI)

# Embracing Human Sustainability

### What is Human Sustainability?

Shifting focus to **how organisations benefit people**, rather than how people benefit organisations. This includes improving human outcomes to enhance organisational outcomes, creating a beneficial cycle for all stakeholders.

The move toward human sustainability represents a parallel shift in organisations' concept of people. Human sustainability applies to all people in contact with the organisation: not just current workers, but also future workers, extended workers, customers, investors, communities where the organisation operates, and society broadly.

However, the worker-organisation relationship is becoming increasingly fraught amid broad disruptions in business and society. Only **43%** of workers say **their organisations have left them better off than when they started**. In the research, workers identified increasing work stress and the threat of technology taking over jobs as the top challenges to organisations embracing human sustainability.

# Tactics for organisations to thrive in 2025



The way organisations respond to disruptions in talent and technology will determine who will succeed and who will struggle in 2025.

Businesses must focus on creating an adaptable, agile workplace and proactively develop strategies to anticipate future challenges and opportunities.

Effectively executing these tactics will be essential as businesses seek to harness disruption as a catalyst for innovation and growth. In adopting forward-thinking approaches, organisations can thrive by turning disruption into a driving force for reinvention.

## 1. Invest in Upskilling Your Employees

- Explore funding programmes to subsidize employee training costs, including AI certifications and upskilling initiatives.
- Partner with local training providers to offer employees access to high-quality upskilling programs, including AI-focused boot camps, digital skills accelerators, and career development courses.

## 2. Encourage Human and AI Collaboration

- Use AI tools to automate tasks like CV formatting and interview note-taking, saving 60% of time for more strategic work.
- Regularly assess both human and AI skills to avoid over-relying on AI for tasks requiring empathy or ethical decision-making, ensuring human judgment remains central.

“Collaboration between humans and AI could unlock up to \$15.7 trillion in economic value by 2030.”  
World Economic Forum

### 3. Come Up with New Job Roles

- Identify areas within your company to automate repetitive tasks and create new roles that encourage creativity and innovation, allowing employees to focus on strategic, value-driven activities.
- Build interdisciplinary teams that blend technical expertise with diverse perspectives to foster creative problem-solving and develop new AI-integrated opportunities for growth.

### 5. Move away from generic HR programmes

HR must shift from generic programmes to tailored solutions. By collaborating with managers, HR can understand specific business needs and create targeted initiatives while ensuring that programmes are relevant, impactful, and aligned with overall business goals. By moving away from a generic approach, HR can demonstrate its value as a strategic partner, contributing significantly to the organisation's success.

### 4. Cultivate an Inclusive Workforce (DEI)

- Foster a sense of belonging for all employees, regardless of their background, race, gender, sexual orientation, or any other characteristic.
- Actively recruit and hire from diverse talent pools. Implement mentorship programmes to support the growth of underrepresented groups.

### 6. Encourage healthy work life boundaries

To create antifragile workplaces, organisations must recognise the link between well-being and productivity. Stress and burnout at work result in depression and anxiety, costing \$1 trillion in losses. Provide your employees with the space to recharge and maintain their productivity and antifragility over the long term.

**4 in 10** people report feeling burned out at work.



Gallup Survey

## Conclusion

The future of work is being defined by rapid technological advancements, evolving workforce expectations, and the critical need for inclusive, adaptive strategies. At the Future of Work HR Conference, attendees were asked, **“What is the biggest challenge you’re facing in HR?”** Responses highlighted key pain points such as employee retention, productivity, hiring, and talent development.

These challenges underscore the complexity HR professionals face as they strive to align organisational goals with the needs of a dynamic, future-focused workforce.

Retention and hiring remain top challenges as organisations compete for talent in a dynamic market. **Productivity and talent development** also stand out, highlighting the need for upskilling and reskilling to meet evolving demands like AI integration. These interconnected challenges require comprehensive solutions.

Rent a Recruiter specialises in talent acquisition strategies to help organisations address complexities in attraction and retention. We are dedicated to empowering businesses to thrive in the future of work.

Together, we can build a skilled, innovative workforce ready to drive success.



*The responses above reflect the insights shared by attendees of the Future of Work HR Conference 2024 when asked about the biggest challenges they face in HR.*



For inquiries or collaboration opportunities,  
contact our team.

[sales@rentarecruiter.com](mailto:sales@rentarecruiter.com)

[www.rentarecruiter.com](http://www.rentarecruiter.com)

+353 1 584 6479

COPYRIGHT © 2025 Rent a Recruiter.  
All rights reserved.

