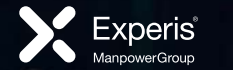




IT World of Work 2025 Outlook



76%

OF IT EMPLOYERS ARE STRUGGLING TO
FIND THE SKILLED TALENT THEY NEED.

74%

OF TECH WORKERS FEAR AI WILL
MAKE THEIR SKILLS OBSOLETE.

47%

OF IT WORKERS SAY THEY PLAN TO FIND
A NEW JOB IN THE NEXT SIX MONTHS.

Contents



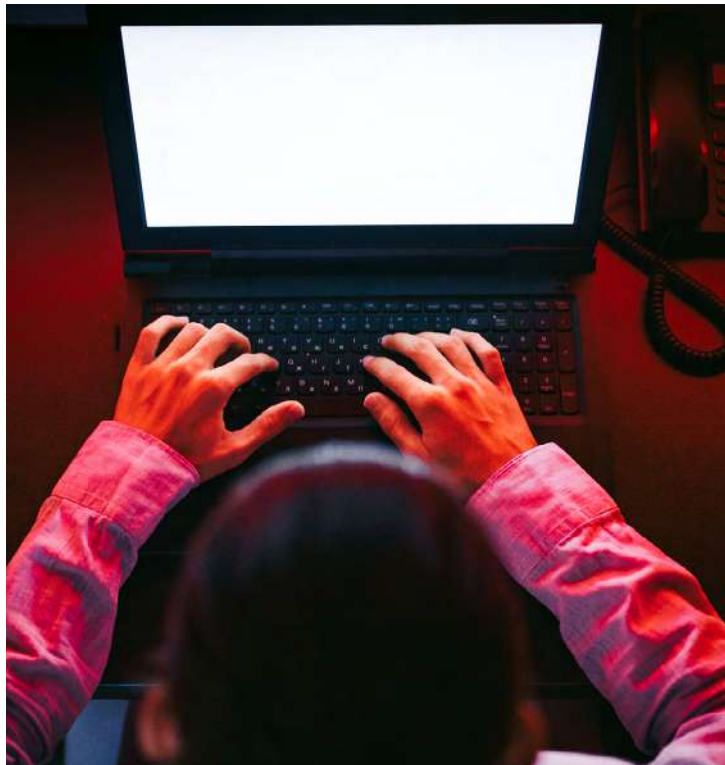
The global IT world of work is undergoing rapid changes characterized by advancements in artificial intelligence (AI), machine learning (ML), blockchain, cloud computing, and cybersecurity. Businesses, governments, and individuals are adapting to new paradigms of hybrid work, diverse global talent pools, and the gig economy. The demand for specialized IT skills continues to rise, driving investment in continuous learning and development.

This Global Insights report explores how this will change the future of work for both employees and employers.

- **What are the top tech trends in 2025?**
- **Which trends make it to the top of the CIO agenda?**
- **What can employers and workers do to keep up with the pace of rapid innovation?**

Cybersecurity is Still Priority #1

The frequency and sophistication of cyberattacks have escalated, driven by geopolitical tensions and the proliferation of AI-enabled tools. Daily headlines about data breaches and cyberattacks remind us that these incidents are no longer anomalies but have become the norm. As businesses grapple with these heightened risks, the demand for skilled cybersecurity professionals has surged, creating fierce competition for scarce talent.



- **A Global CIO Priority:** There are many important IT challenges in 2025, but CIOs and tech leaders around the world are most likely to say cybersecurity (41%) is their top concern.¹
- **The Impact is Growing:** Global cybercrime damage is projected to reach \$10.5 trillion by 2025. The global average cost of a data breach has also grown to \$4.88 million.²
- **Growing Cyber Skills Gaps:** Since 2024, the cyber skills gap has increased by 8%, with 66% organizations reporting moderate to critical skills gaps, including a lack of essential talent and skills to meet their security requirements.³

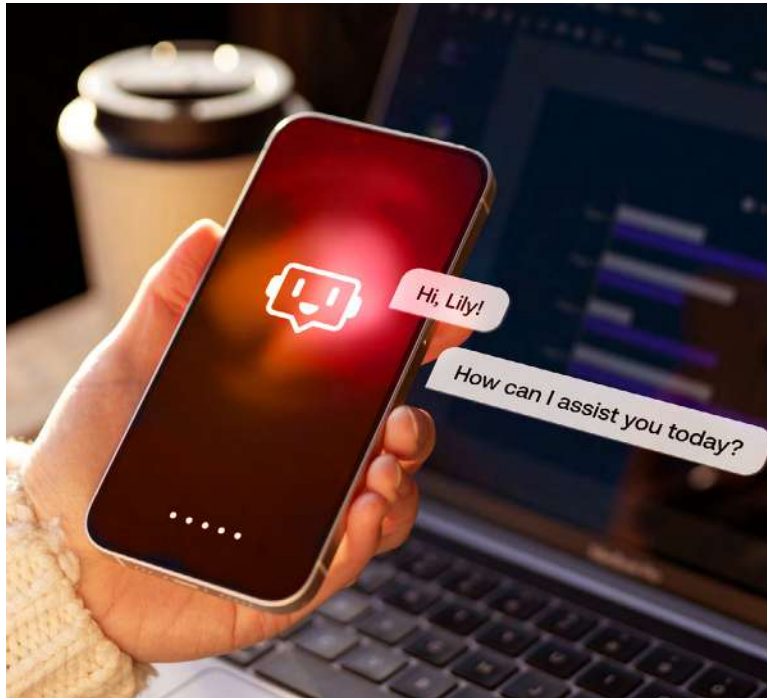
1. [Experis 2025 CIO Outlook](#) 2. [IBM](#) 3. [WEF 2025 Cybersecurity Outlook](#) 4. [ISC2 Cybersecurity Workforce Study](#)

CYBERSECURITY IS THE
#1 PRIORITY
FOR CIOs WORLDWIDE.



Workforce Implications:

- Cybersecurity talent will become increasingly in-demand and difficult to find in the coming years. In fact, the industry needs 4.8 million more cybersecurity workers worldwide to address growing threats.⁴
- Efforts to upskill and reskill in cybersecurity must be scaled to address the growing cyber talent shortage.
- The risks of failing to invest in the right cybersecurity expertise amid growing threats to intellectual property, client confidential information, and operational security cannot be understated.



AI Change Agents

AI is revolutionizing the IT industry by transforming business operations and work execution. Agentic AI, which encompasses autonomous systems capable of decision-making and task execution without human intervention, is rapidly growing. This technology will have a profound impact on both tech and the future of work, allowing professionals to focus on strategic initiatives and fostering innovative problem-solving. As AI systems take over routine tasks, the demand for specialized AI skills will rise, necessitating continuous learning and development.

- **Demystifying Agentic AI:** Agentic AI takes autonomous capabilities to the next level by using a digital ecosystem of large language models (LLMs), machine learning (ML), and natural language processing (NLP) to perform autonomous tasks on behalf of the user or another system. Early-stage agentic AI examples include autonomous vehicles, virtual assistants, and copilots with task-oriented goals.¹
- **More Agency Ahead:** By 2028, 33% of enterprise software applications will include agentic AI, up from less than 1% in 2024, enabling 15% of day-to-day work decisions to be made autonomously.²
- **Tech Leader Realism:** In a recent global Experis study of CIO and tech leader sentiment, they were the most likely to say AI is a valuable solution for specific applications (38%).³



Workforce Implications:

- Organizations must evaluate which tasks are best suited to agentic AI and how they complement or replace capabilities of their existing workforce.
- Skilled tech talent with an understanding of AI innovation and business needs will be increasingly important.
- The growth of agentic AI could create the need for AI talent markets similar to today's leading job search platforms.

“GENERATIVE AI IS NOT ABOUT THE HYPE. IT’S ABOUT BEING REAL IN THE USE CASE, MEASURING SUCCESS REPEATEDLY, KNOWING WHERE IT WON’T SUCCEED, AND BUILDING GUARDRAILS AROUND IT.”

– Director of Digital Technology and Data, Retail Client, UK

1. [IBM](#) 2. [Gartner](#) 3. [Experis 2025 CIO Outlook](#)

Adoption Challenges

AI adoption presents a multifaceted array of challenges for IT workers. Significant skills gaps are emerging, requiring IT professionals to upskill in areas such as AI development, machine learning, data science, and prompt engineering. Integrating AI into existing IT infrastructure can be complex, demanding expertise in ensuring compatibility, data security, and ethical AI implementation. Moreover, the rapid evolution of AI technologies necessitates continuous learning and adaptation from IT teams to stay abreast of the latest advancements and best practices.

- **Data Integrity:** As AI adoption accelerates, data concerns are growing. Across industries, data accuracy (45%) and insufficient proprietary data availability (42%) are emerging as top challenges around the world across industries.¹
- **Implementation Costs and Compliance:** Global IT sector employers say high costs (36%) and concerns about privacy and regulations (39%) are top adoption challenges.²
- **Skills Gaps:** Nearly one third of IT sector employers (29%) say their workers don't have the skills to use AI effectively.²



1. [IBM](#) 2. [ManpowerGroup Q2 2025 Employment Outlook Survey](#)



**NEARLY ONE THIRD
OF IT SECTOR
EMPLOYERS (29%) SAY
THEIR WORKERS DON'T
HAVE THE SKILLS TO
USE AI EFFECTIVELY.²**

Workforce Implications:

- As organizational AI adoption matures, finding skilled AI, ML and data scientist expertise will become increasingly important to overcome data challenges.
- Skills gaps are growing across industries and functions as the pace of AI innovation accelerates.
- Upskilling and training programs must scale to meet the growing need for workers to fully leverage these tools.



Insatiable Data Center Demand

The global demand for data centers is growing rapidly, driven by increased data production, cloud computing adoption, and Internet of Things (IoT) devices. As digital transformation progresses, robust and secure data storage and processing facilities are essential. AI and machine learning technologies further fuel this demand, requiring substantial computational power. Consequently, data center construction is booming worldwide, with investments expanding existing facilities and building new ones.

- **Insatiable Demand:** Global data center capacity projected to grow at 15% per year, but this will not be sufficient to meet growing demand.¹
- **Growing Energy Needs:** Global power demand from data centers will increase 50% by 2027 and by as much as 165% by the end of the decade.²
- **Jobs Impact:** In the U.S. alone, data center growth helped create 4.7 million jobs between 2017 and 2023. This is primarily due to the impact on related industries, with each direct job creating up to 7 ancillary jobs in the local community.³

Workforce Implications:

- Since data centers are typically located in rural areas, employers will need to get creative to find and retain the right skilled talent.
- Workforce costs must be effectively managed to offset growing capital investments in data center infrastructure.
- The ancillary jobs impacts provide an opportunity to build goodwill in the local community and enhance employer value proposition.



EACH DATA CENTER JOB CREATES UP TO SEVEN ANCILLARY JOBS IN THE SURROUNDING COMMUNITY.³

1. [JLL](#) 2. [Goldman Sachs](#) 3. [Business Insider](#)

Low-Code, No-Code

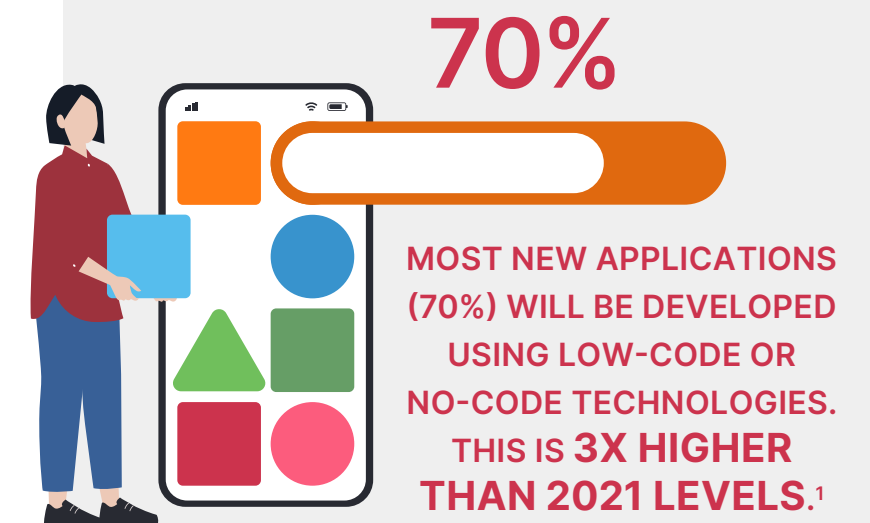
The rise of low or no-code technology has significantly impacted the tech job market, creating new opportunities and reshaping traditional roles. Low and no-code solutions empower employees without extensive programming backgrounds to develop applications, automate processes, and solve complex problems, thus bridging the gap between technical and non-technical teams. This paradigm shift not only democratizes software development but also addresses the growing talent shortage in the tech industry.



- **Significant Growth:** This year, industry analysts anticipate most new applications (70%) will be developed using low-code or no-code technologies. This is 3x higher than 2021 levels.¹
- **An AI Boost:** Even as companies integrate AI into more parts of their business, 84% of tech leaders say that AI will not replace their reliance on low-code and no-code solutions. Instead, more than three-quarters (76%) of them say that AI will make their existing tools more efficient.²
- **Impact on Skills:** Industry analysts believe AI coding assistants will remake how software developer teams are assembled, with QA and junior developer jobs the most at risk. In fact, many (74%) tech professionals fear AI could make some of their skills obsolete.³

Workforce Implications:

- Employers and tech training partners must continue to evolve training curriculums to account for the increasing popularity of AI, low-code and no-code platforms.
- Organizations will build dev teams around AI, with senior developers or software architects overseeing and tweaking AI-generated code.
- This technology also reduces barriers to application development, allowing a larger share of the workforce to participate in tech innovation.



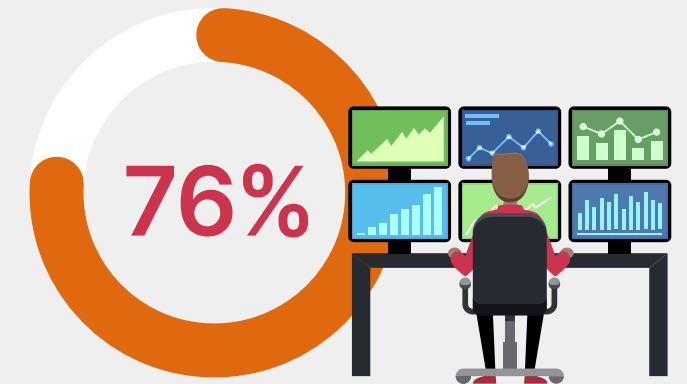
1. [Gartner](#) 2. [Infragistics](#) 3. [CIO](#)

Tech Talent Scarcity Continues

Global tech talent scarcity is a pressing issue that continues to challenge organizations worldwide. The demand for skilled IT professionals far exceeds the available supply, creating a significant gap that affects various sectors. This scarcity is driven by rapid technological advancements and the ever-evolving nature of IT, which requires a continuous influx of knowledgeable and adept individuals. As businesses increasingly rely on technology to drive innovation and maintain competitive advantage, the struggle to find qualified talent becomes more acute.



- **A Global Tech Talent Shortage:** Despite persistent economic uncertainty, most IT sector employers (76%) around the world say they are struggling to find the tech talent they need.¹
- **Find the Right Skills Mix:** CIOs and senior tech leaders say Cybersecurity (46%), AI (35%), Cloud Computing (34%), and Collaboration & Teamwork (23%) are the most important IT skills in 2025.² However, nearly half of tech workers say they have received no training (45%) or mentoring (48%) in the past six months.³
- **Workers Planning Next Moves:** In the next six months, nearly half of workers in the IT sector (47%) say they plan to voluntarily change jobs, and more than one third (37%) believe there is a chance they could be involuntarily terminated.³



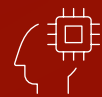
**OF IT EMPLOYERS ARE
STRUGGLING TO FIND THE
SKILLED TECH TALENT THEY NEED.¹**

Workforce Implications:

- Tech talent scarcity is not ubiquitous. It is focused on highly skilled roles such as data engineers, senior software engineers and cloud architects.⁴
- Retention will be key as a growing number of tech workers expect they will voluntarily or involuntarily leave their current employer in the next six months.
- The average global cost per employee of turnover is \$18,591, so poor retention costs can quickly add up for tech employers.⁵

1. [ManpowerGroup 2025 Global Talent Shortage Study](#) 2. [Experis 2025 CIO Outlook](#)
3. [ManpowerGroup Spring 2025 Global Talent Barometer](#) 4. [CIO](#) 5. [Gartner](#)

IT Future of Work Opportunities



AI Change Agents: AI is playing an increasingly influential role in every part of the global tech ecosystem. Harnessing the capability in a way that complements the ingenuity of your existing workforce is a recipe for differentiation.



Closing Skills Gaps: A sustained focus on closing tech skills gaps will be critical as the rapid pace of tech innovation continues.



Cyber Vigilance: As the threat of cybercrime continues to grow at record-breaking rates, it is critical to maintain a consistent focus on cybersecurity at every level of the IT organization, starting with the CIO.



Beyond the Code: Many tech workers will need to transition their skill sets from production to oversight as AI-enabled low-code solutions transfer a greater share of the workload to automation.



Strategic Workforce Planning: The importance of thorough strategic workforce planning will grow as job requirements continue to change and the need for increasing capital investment drives the need for long-term cost control.



Global Workforce Solutions for IT



Workforce Consulting
& Analytics



Workforce
Management



Talent
Resourcing



Career
Management



Career
Transition



Top Talent
Attraction



About Us - ManpowerGroup® (NYSE: MAN), the leading global workforce solutions company, helps organizations transform in a fast-changing world of work by sourcing, assessing, developing, and managing the talent that enables them to win. We develop innovative solutions for hundreds of thousands of organizations every year, providing them with skilled talent while finding meaningful, sustainable employment for millions of people across a wide range of industries and skills. Our expert family of brands – Manpower, Experis, and Talent Solutions – creates substantially more value for candidates and clients across more than 70 countries and territories and has done so for 75 years. We are recognized consistently for our diversity – as a best place to work for Women, Inclusion, Equality, and Disability, and in 2025 ManpowerGroup was named one of the World’s Most Ethical Companies for the 16th time – all confirming our position as the brand of choice for in-demand talent. For more information, visit manpowergroup.com.

Forward-Looking Statements - This report contains forward-looking statements, including statements regarding global economic and geopolitical uncertainty, trends in labor demand and the future strengthening of such demand, financial outlook, the outlook for our business in regions in which we operate as well as key countries within those regions, and the Company’s strategic initiatives and technology investments, including transformation programs and the positioning of future growth for our brands that are forward-looking in nature and, accordingly, are subject to risks and uncertainties regarding the Company’s expected future results. The Company’s actual results may differ materially from those described or contemplated in the forward-looking statements due to numerous factors. These factors include those found in the Company’s reports filed with the SEC, including the information under the heading “Risk Factors” in its Annual Report on Form 10-K for the year ended December 31, 2024, which information is incorporated herein by reference.