



Navigating the Workforce Impacts of AI

September 24, 2025



Today's discussion is focused on helping HR, business leaders, and people managers understand and get ahead of navigating the workforce impacts we are anticipating from AI over the next 3 years

- 1 What's the big deal with Agentic AI?
- 2 What do we really mean by workforce impacts?
- 3 What can we do to increase the return on AI investments through workforce transformation?

What's the big deal with agentic AI?

78%

Expect to increase their overall AI spending in the next fiscal year

26%

Are already exploring autonomous agent development to a large extent

Top 2

Focus areas for future Gen AI investments are Agentic AI and Multi-Agent Systems

Agentic AI uses reasoning engines that can understand context, plan workflows, and connect to external tools and data to take actions to achieve a defined goal



Agentic AI works differently

by starting with the business outcome then determining best path forward



Mapping out Agent Opportunities

HOW TO

Define major outcomes that the business must achieve. This could be process-driven outcomes, team outcomes, etc.

Outline what actions are typically executed to achieve those outcomes and **where those actions are executed** (i.e. systems/tools)

Determine what abilities (e.g., ability to analyze, ability to understand) is performed to guide decision making and action taking

Map out types of knowledge needed to inform reasoning

EXAMPLE

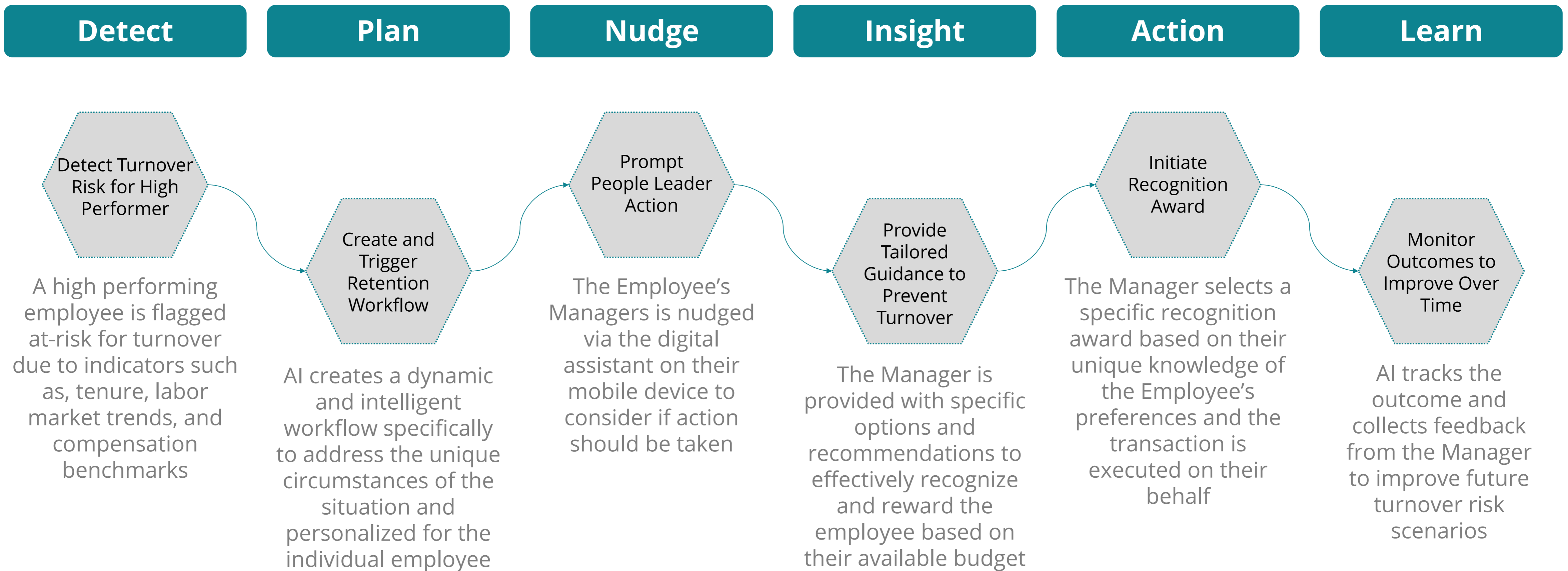
- Impact, value, and results achieved

- Generate...
- Summarize...
- Calculate...

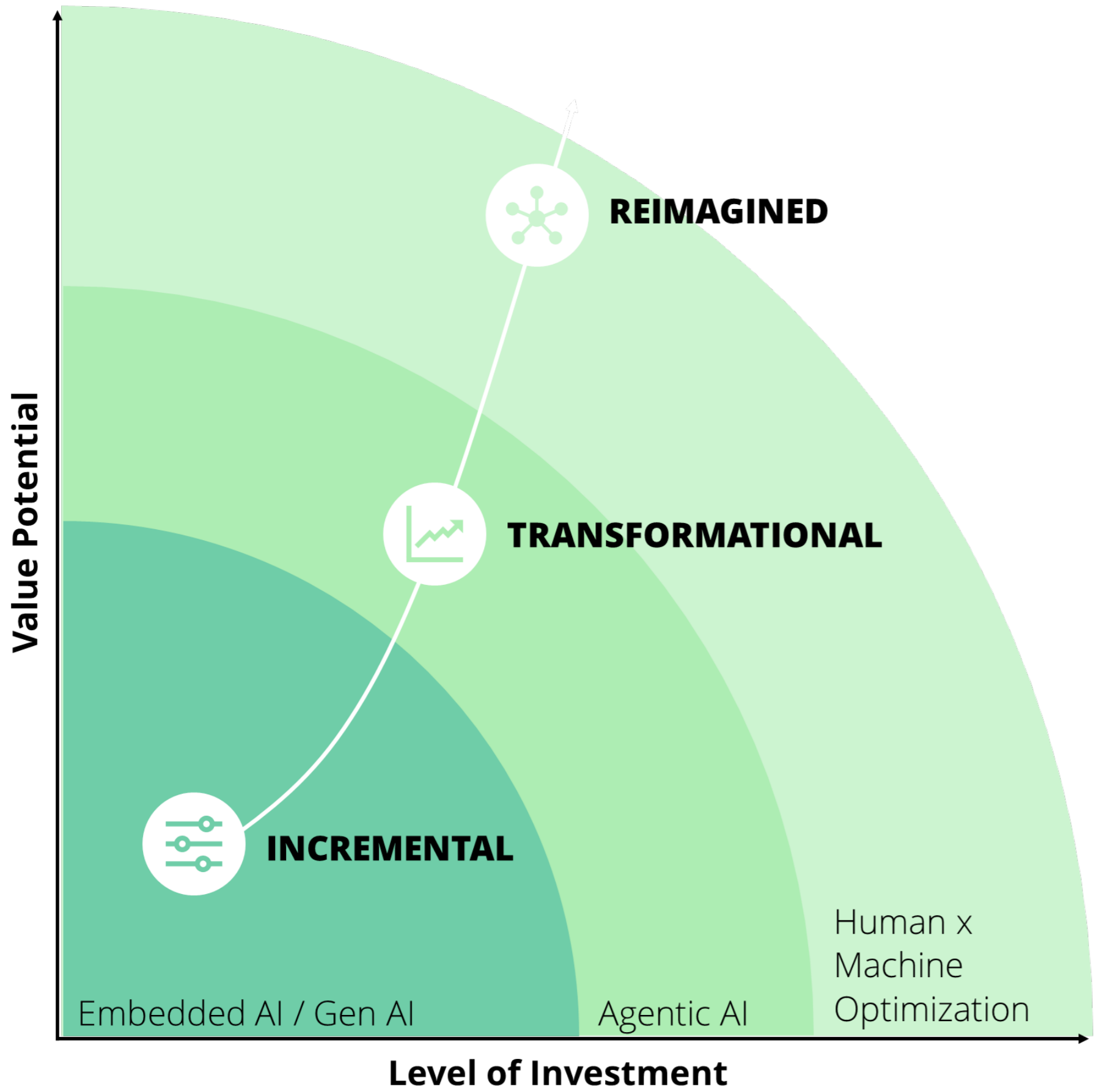
- Plan out...
- Evaluate...
- Compare...

- Business terminology and meaning
- Business processes
- Meaning of data

The below **agentic AI workflow** is focused on reducing turnover risk for high-performing employees by detecting, planning, and executing retention plans at scale



Organizations are recognizing the **next round of transformation** presents an opportunity to create value and architect the future human x machine workforce at an unprecedented level



REIMAGINED

The HR organization is rearchitected to fully use human and machine capabilities to elevate and reposition the value proposition of the function to the enterprise and the workforce

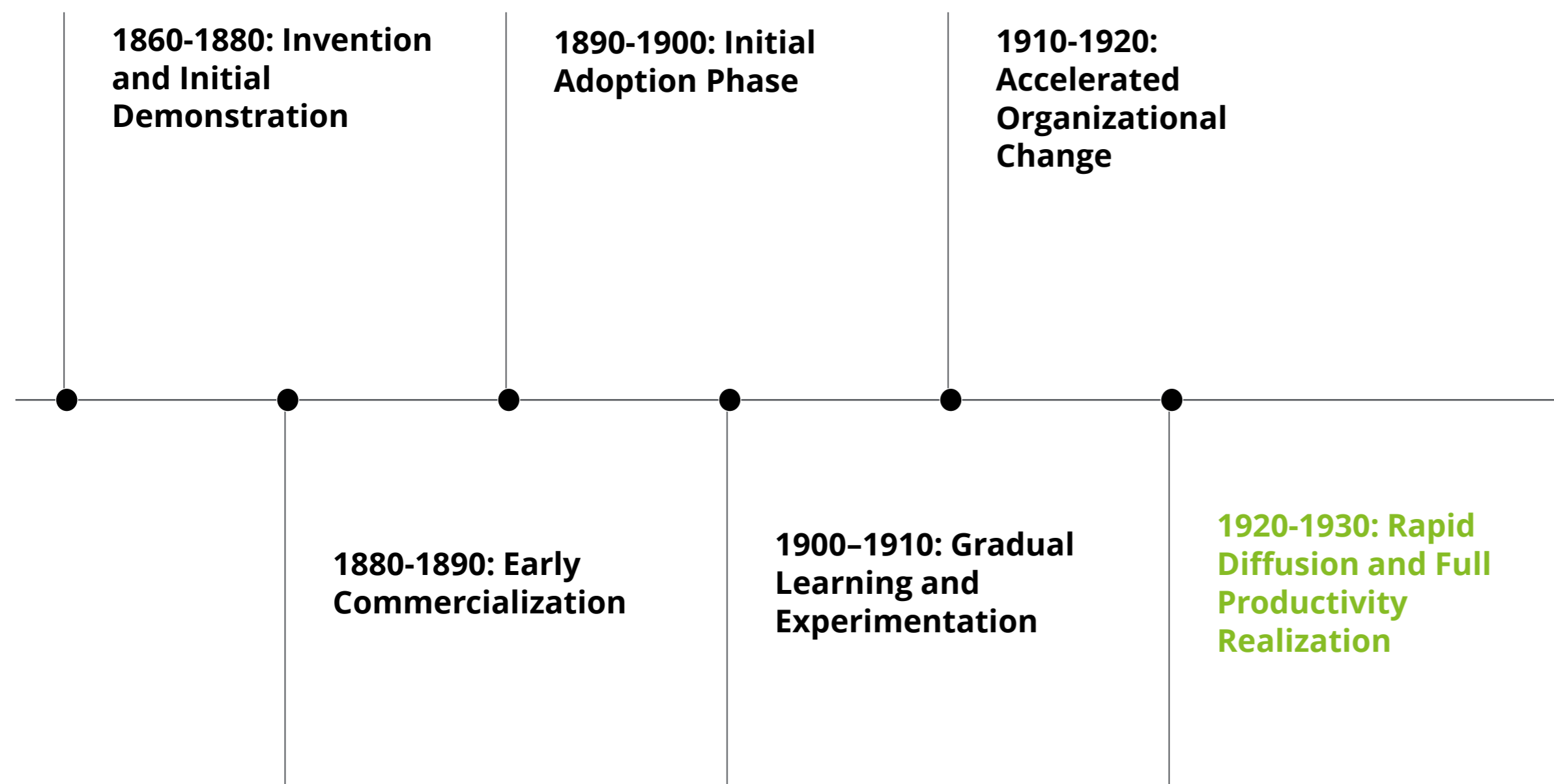
TRANSFORMATIONAL

Agentic AI is used to drive end-to-end process automation, create scaled efficiencies and resource capacity, and significantly improve the workforce experience

INCREMENTAL

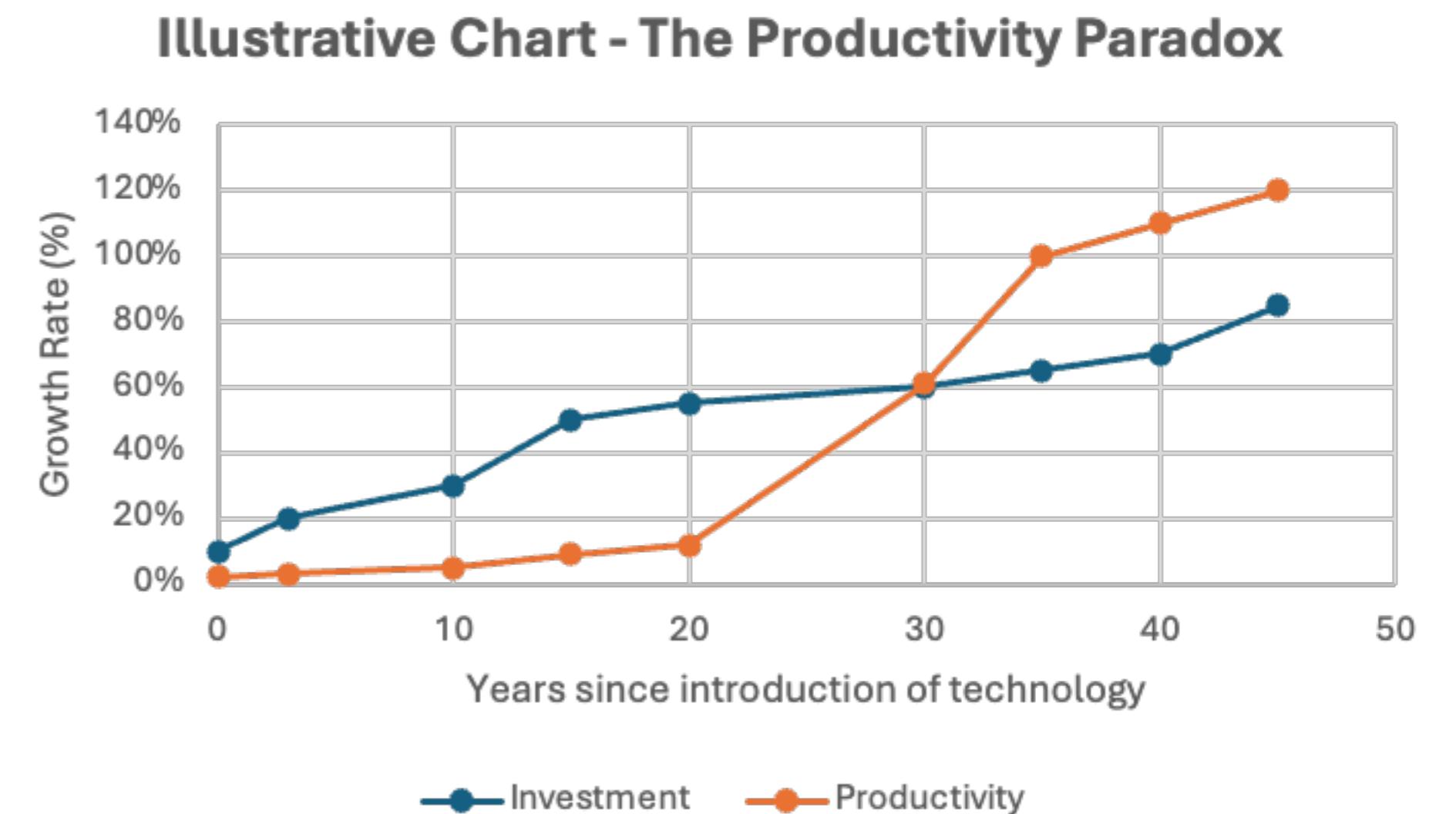
Embedded AI and Gen AI features and functionality are activated in core solutions to create incremental improvements to experience and support Talent professionals in completion of their work

We've learned from history it **takes time for technological innovations to generate results** – but there are things we can do now to accelerate the path to value



"Factory electrification ultimately succeeded not when engineers perfected the technology, but when management reinvented work processes and developed the workforce capabilities to match the new technological paradigm."

Thomas P. Hughes, "Networks of Power: Electrification in Western Society" (1983)



The "Productivity Paradox" refers to the puzzling lag between significant technological investment and measurable productivity gains



Reactions



Questions



Stories

What do we really mean by workforce impacts?

78%

Do not consider their talent to be highly prepared to adopt Gen AI and AI tools

54%

Workers are concerned about the blurred distinctions between what is done by humans and technology

39%

Workers' core skills will change by 2030

Source: Deloitte State of Generative AI in the Enterprise Q4 Report, January 2025

Source: Deloitte Human Capital Trends Report, March 2025

Source: World Economic Forum, The Future of Jobs Report 2025

AI is quickly reshaping work as tasks and roles will be impacted by different types of AI capabilities, with work effort incrementally shifting toward more AI-powered approaches over time

AI-Assisted

Primarily human-owned with moderate support from AI solutions



HR EXAMPLES

- Defining HR strategy
- Consulting with executives
- Providing high touch human support

AI-Augmented

Significant collaboration between humans and AI to execute work with frequent handoffs

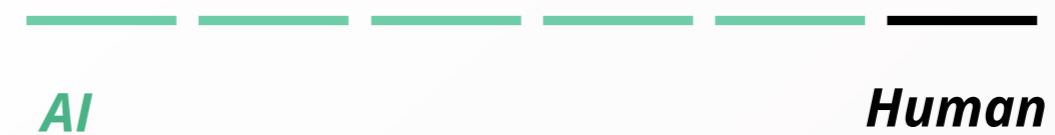


HR EXAMPLES

- Managing HR knowledge articles and policies
- Sourcing candidates
- Conducting investigations

AI-Powered

Primarily AI-owned with humans managing AI outputs, monitoring performance, and driving continuous improvement



HR EXAMPLES

- Answering HR inquiries
- Executing processes and transactions
- Conducting data analysis
- Creating reports
- Creating learning content

AUTONOMOUS AI



Incremental Transition *Work effort will shift over time from humans to AI as capabilities mature*

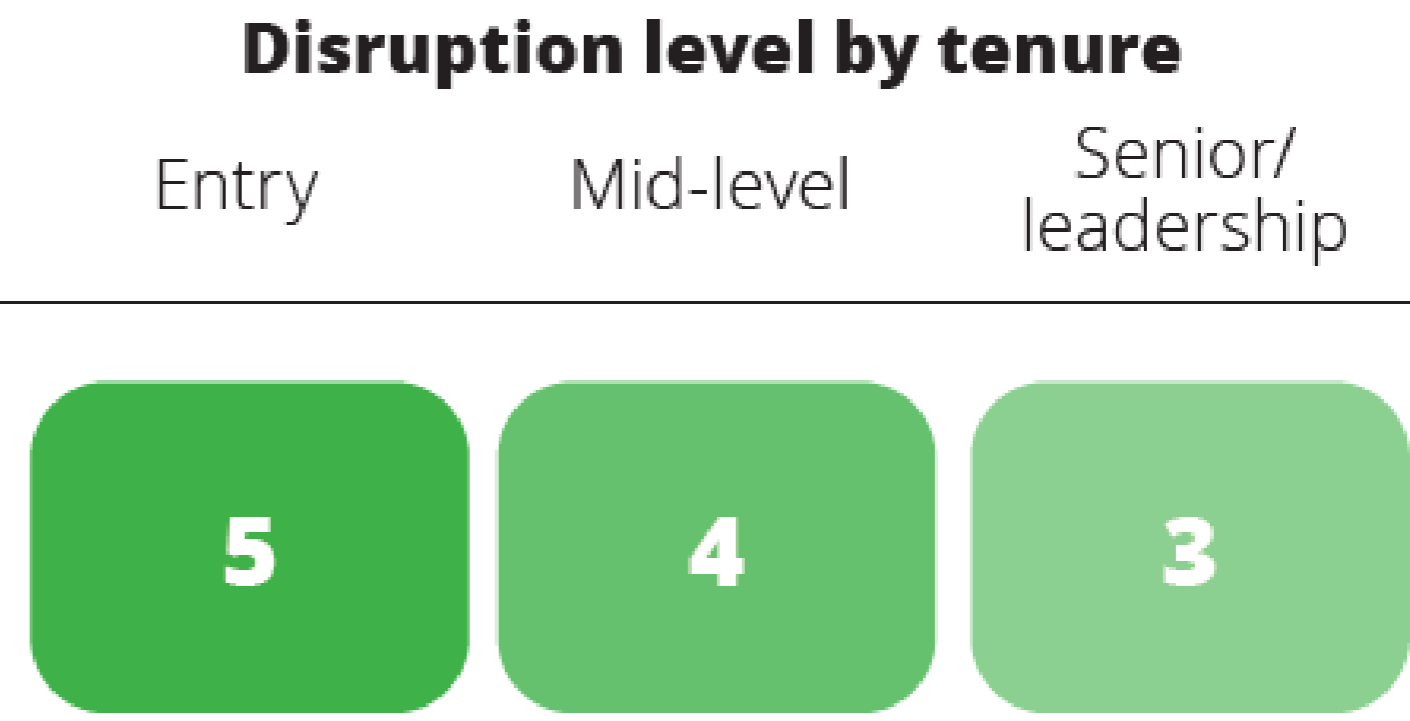


Knowledge work will experience high levels of disruption over the next 3 years with entry-level and rote or structured roles facing changes faster and with more magnitude

KNOWLEDGE WORK: ROTE/STRUCTURED

Data entry, bookkeeping, expense reports, claims processing

Projected impact by 2028*
Very high automation of repetitive, rules-based tasks. Humans shift to exception triage, quality oversight, and orchestration.



KNOWLEDGE WORK: DOMAIN/COMPLEX

Strategy/advisory, M&A due diligence, legal/regulatory review

Selective automation of synthesis and research; agents act as co-analysts while humans lead judgment and scenario design.



Expected disruption level
 (1=very low, 5=very high)



Specialized forms of knowledge work are already experiencing disruption due to Gen AI, which will continue as Agentic AI delivers additional end-to-end automation capabilities



Software development, data engineering, cloud ops, cybersecurity, platform strategy

Projected impact by 2028*

High automation of setup and boilerplate coding tasks (e.g., project configuration, repetitive test cases, basic integrations). Human work shifts toward system design, orchestration, and governance.

Disruption level by tenure

Entry Mid-level Senior/ leadership



Marketing, comms, branding, product design, content production, publishing

Routine creative production (copy, imagery, layouts) automated; value shifts to direction, brand alignment, and curation.



Expected disruption level
(1=very low, 5=very high)

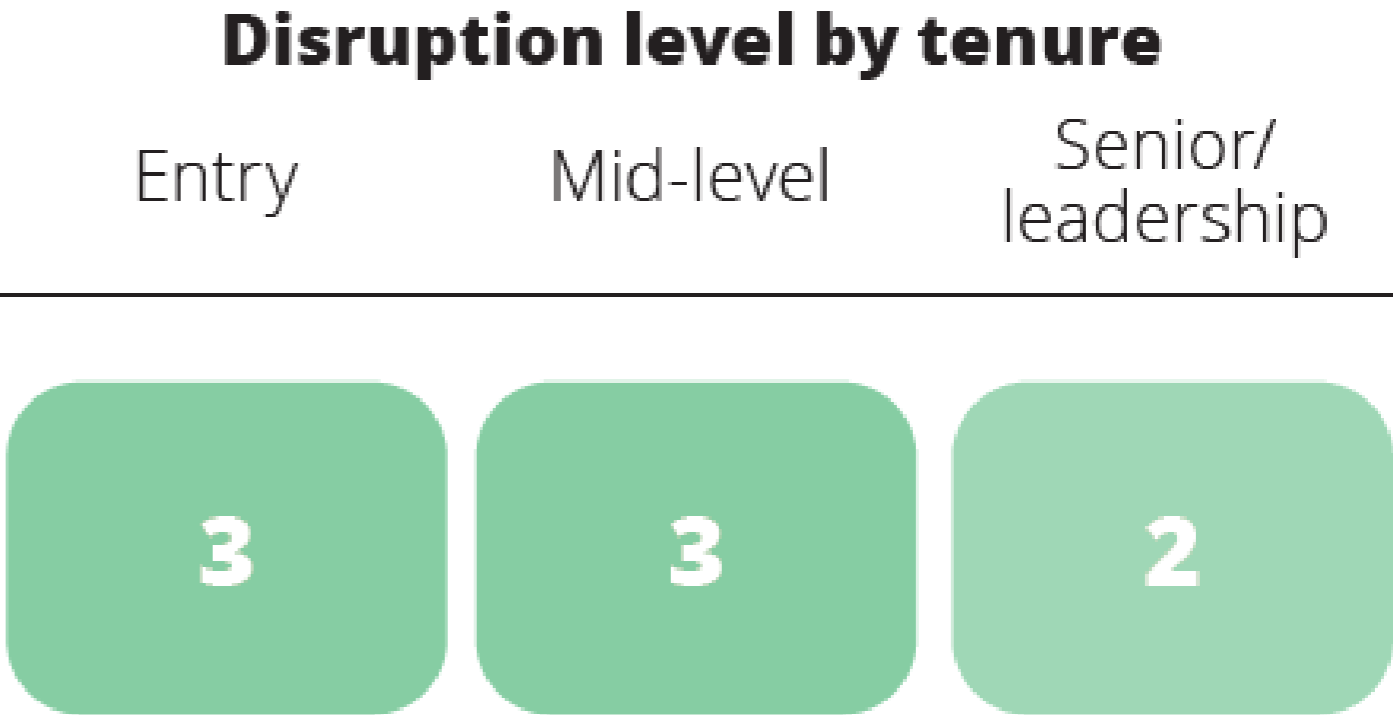


Frontline work will experience moderate disruption with augmented workflows and routines taking place in a physical or in-person environment requiring human involvement

 **FRONTLINE: GENERAL**

Retail, hospitality, logistics, facilities, basic manufacturing

Projected impact by 2028*
High automation of repetitive frontline tasks (checkout, inventory, routing, scheduling). Humans focus on exceptions and customer experience.



 **FRONTLINE: SPECIALIST**

Health care, aviation, defense/security, advanced manufacturing, public safety

Admin burden reduced (documentation, checklists, readiness). Humans focus on complex judgment, safety-critical tasks, and service.



Expected disruption level
 (1=very low, 5=very high)



Skilled trade work will avoid significant disruption and likely experience an increase in demand with AI driving the need for new roles, specifically in the energy and technology sectors

Disruption level by tenure

Entry

Mid-level

Senior/
leadership



SKILLED TRADE

Electricians, plumbers, HVAC, automotive, construction, energy/utilities

Projected impact by 2028*

Limited displacement; workflows heavily augmented with diagnostics, safety checks, predictive maintenance.

Expected disruption level
(1=very low, 5=very high)





Reactions



Questions



Stories

What can we do to increase the return on AI investment through workforce transformation?

42%

Organizations cited unrealistic business cases or lack of data as key reasons for tech investments failure

70%+

Employees and managers are more likely to join and stay with an organization if the EVP helps them thrive in an AI-driven world

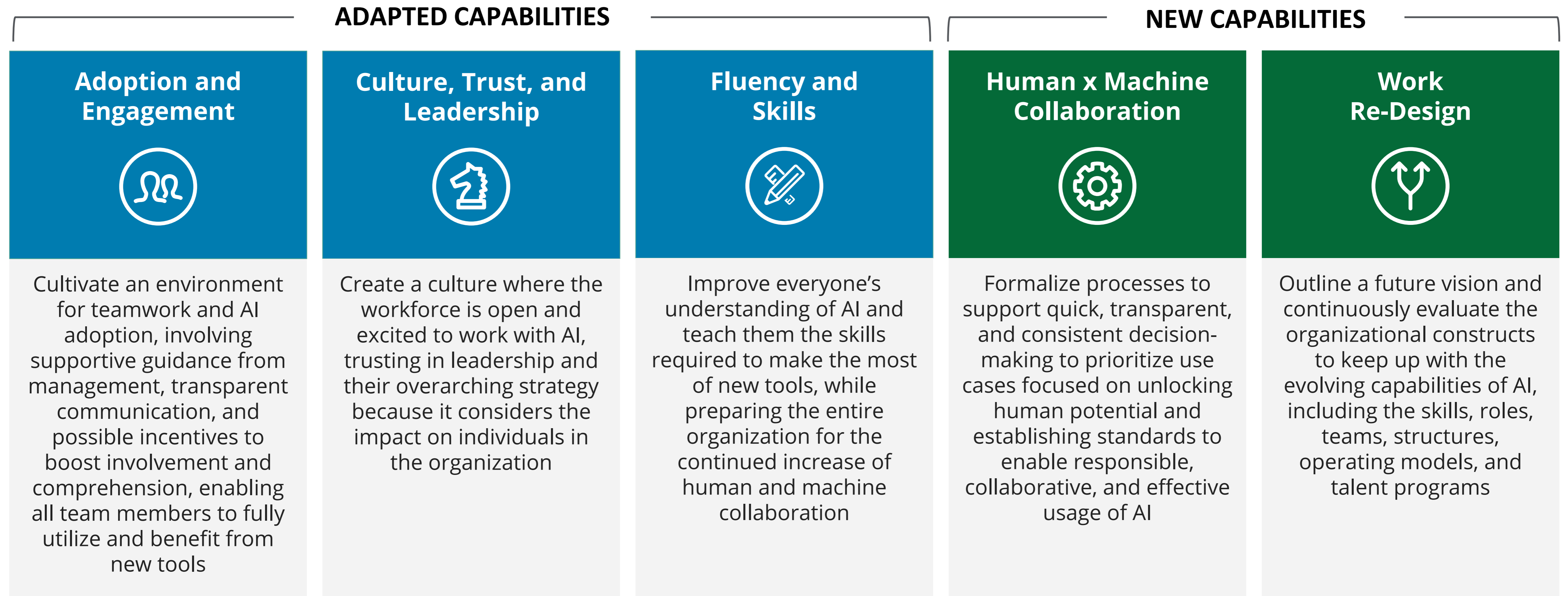
95%

Generative AI investments fail to deliver significant return

Source: Deloitte Human Capital Trends Report, March 2025

Source: MIT, The Gen AI Divide: State of AI in Business, July 2025

Organizations will need to bring together a **multi-disciplinary toolkit** to drive workforce transformation and deliver the full value realization of AI investments



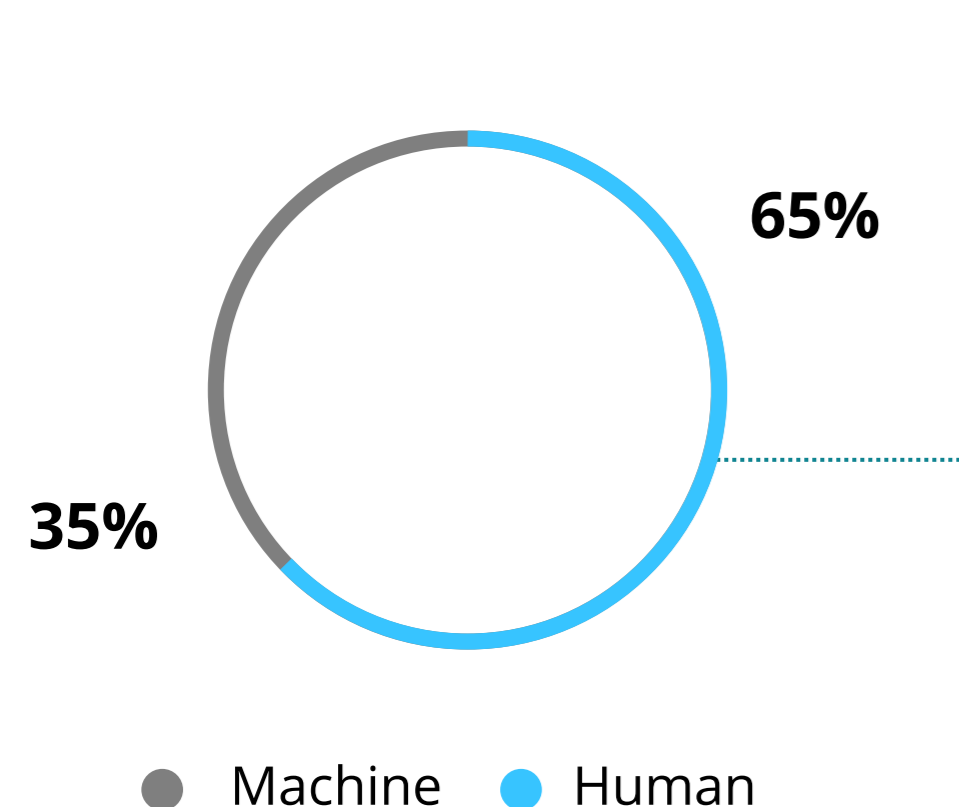
Case Study: We partnered with a large, global enterprise client to reimagine the role of HR Business Partner with AI

HR Business Partner Sub-Activities

● AI Assisted ● AI Augmented ● AI Powered

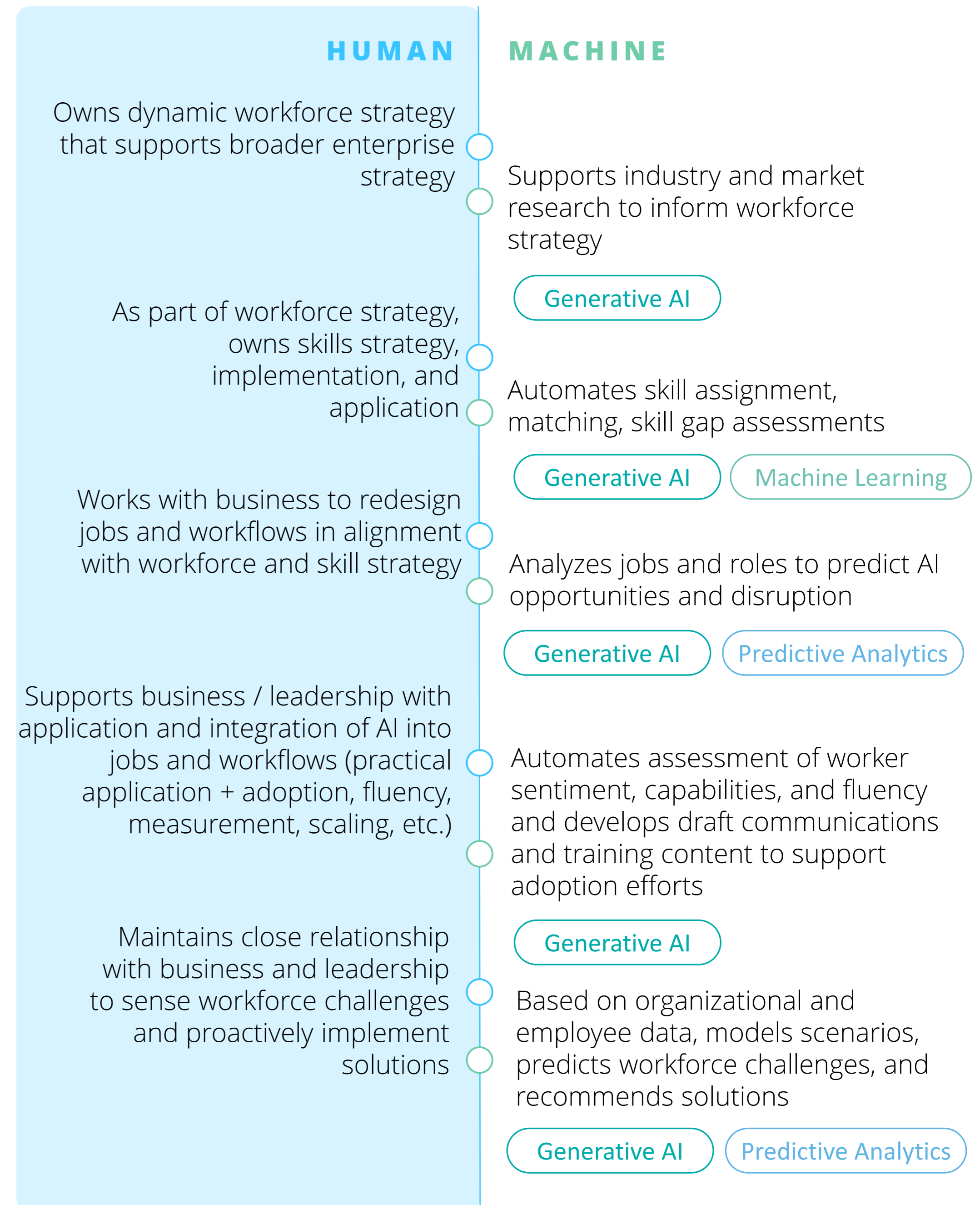


Projected Activity Allocation Between Human x Machine



Required Human Skills

- Problem Solving / Critical Thinking
- Organization Development
- Thought Leadership
- Change Management
- Business Planning
- HR Consulting
- Workforce Planning
- Analytics
- Adaptability
- Insight Generation and Application
- Creativity





Reactions



Questions



Stories

Thank You!

