

FUTURE OF JOBS IN THE AGE OF AI

EMERGING ROLES, NEW OPPORTUNITIES



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INTRODUCTION

Today, the world is experiencing a new technological revolution that is changing more than just the nature of work; it is redefining how individuals interpret, experience, and perform at the workplace itself. Just as the steam engine or the telephone once overhauled the economy, AI is now pushing the boundaries of what human skills can achieve. By doing so, it is fundamentally altering the job market across sectors.

This transformation is no longer speculative. A ServiceNow report (2025) predicts that AI will redefine job roles for over 13.5 million individuals in India alone.¹ While earlier waves of automation primarily displaced repetitive manual jobs, such as assembly-line manufacturing and data entry, AI is now affecting higher-order cognitive tasks. Tasks once considered uniquely human, such as financial advising, medical diagnosis, and creative writing, are increasingly being complemented, if not entirely performed, by AI systems.

Much of the current discourse about AI has focused on the fear of job loss. Disruptions are expected across a wide range of sectors, including manufacturing, administrative services, customer support, data processing, and routine professional roles. However, a recent report by Anthropic highlights that the employment effects of AI are neither linear nor uniform.² Technological change has historically had a commensurate effect on both job displacement and job creation. This is already proving true in India, with Bain & Company's 2025 report projecting that India's AI sector will create approximately 2.3 million jobs by 2027.³

This report makes three central contributions. First, it seeks to provide an alternative to the prevailing narrative that views AI primarily through the prism of disruption and job loss. This is mainly because

these concerns often overshadow the parallel reality that AI is also generating a range of new job roles and restructuring existing ones.

Second, it argues that India is in a unique position to lead this change. With a massive pool of educated talent, widespread internet access, and a maturing digital public infrastructure, India can position itself as a key player in the global AI ecosystem, shaping both AI development and deployment.

Third, the report is designed to serve as a practical reference guide for students and young professionals, highlighting the scale and diversity of employment opportunities emerging across the AI ecosystem. By mapping specific roles and linkages, it intends to provide assistance in identifying relevant upskilling opportunities.

The report highlights that the employment effects are contingent on the extent to and manner in which AI is adopted and integrated into economic systems. To move beyond abstract projections and ground this analysis in lived industry experience, the next section outlines the methodology used to examine emerging AI-linked job roles in the Indian context.

- 1 Shifting the narrative from AI-driven displacement to the emergence of new, specialized roles.
- 2 Leveraging India's unique position to become a global leader in AI development and deployment.
- 3 Mapping diverse AI job opportunities and identifying clear upskilling paths for students and early-career professionals.

Fig. 1: Central Contributions of the Report

METHODOLOGY

This report is based on comprehensive primary research, an analysis of active job descriptions, and in-depth interviews with stakeholders across India's AI ecosystem, including founders of AI startups, senior leadership in technology and service firms, applied AI practitioners, HR professionals, and academics working on AI, governance, and labour markets. The interviews were conducted to understand how AI adoption is changing employment structures and creating new job roles.

Interviewees were selected based on their direct involvement in the development, deployment, governance, or strategic oversight of AI systems. A majority of respondents had engineering-focused roles, such as AI engineers, applied scientists, machine learning platform engineers, and researchers engaged in building and operationalising AI systems. In addition, the study included founders, chief executives, and senior managers responsible for organisational strategy, product development, and AI adoption. Perspectives from AI ethicists, legal scholars, HR professionals, and academics were also included to capture governance and trust-related dimensions.

Interviews followed a semi-structured format, which gave our respondents the freedom to talk about their specific roles while also sharing their broader vision for where the field is heading. These findings were supplemented with secondary sources, including industry reports and academic literature, to contextualise and validate observations. Individual identities and organisational affiliations have been anonymised to ensure confidentiality.



Fig. 2: Roles Covered in the Report

DATA CENTRES

Data centres form the backbone of the AI revolution. These massive facilities house the servers, storage systems, and processing capabilities needed for AI development and deployment.⁴ As a crucial backward linkage, they provide the computing power required to train advanced AI models and support real-time inference like a chatbot reply or a facial recognition scan. In essence, without robust and efficient data centres operating in the background, the speed and reach of AI innovation would come to a standstill.

The rapid demand for AI applications has fueled record investments in data centres. India is seeing similar momentum. As of 2025, India's total data centre capacity reached approximately 1,263 MW across seven major cities.⁵ Estimates suggest that this industry will grow at a CAGR of 24.6% between 2023 and 2029, drawing over \$100 billion in investment by 2027.⁶ By 2030, its real estate footprint could reach nearly 55 million sq. ft., positioning India as a major global hub in the data centre landscape.⁷

India's data centre market has grown exponentially over the last two years, and is now set to spread across the country over the next half-decade. While the top seven cities are projected to reach hundreds of MW and multi-GW capacities by 2030, smaller cities like Jaipur, Kochi, and Ahmedabad are emerging as key locations for edge data centres.⁸ These Tier 2 and 3 cities are attracting investments due to affordable real estate and proactive policy support in terms of favorable investment conditions. This geographic shift is expected to further expand demand for specialised, non-automatable jobs across the AI ecosystem.

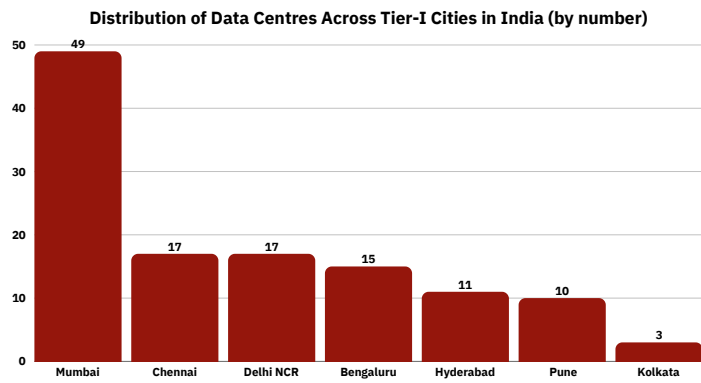


Fig. 3: India's data centre capacity (in MW)

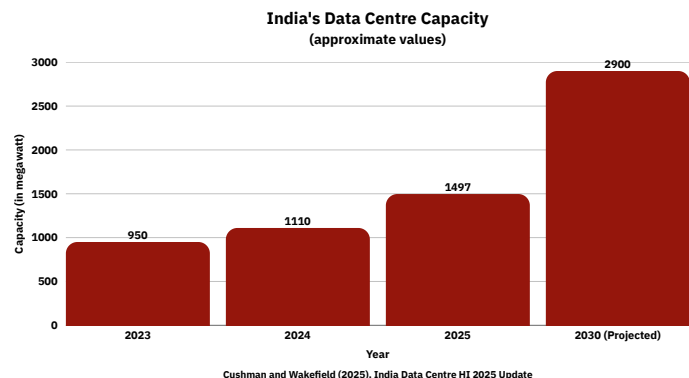


Fig. 4: Distribution of data centres (in numbers)

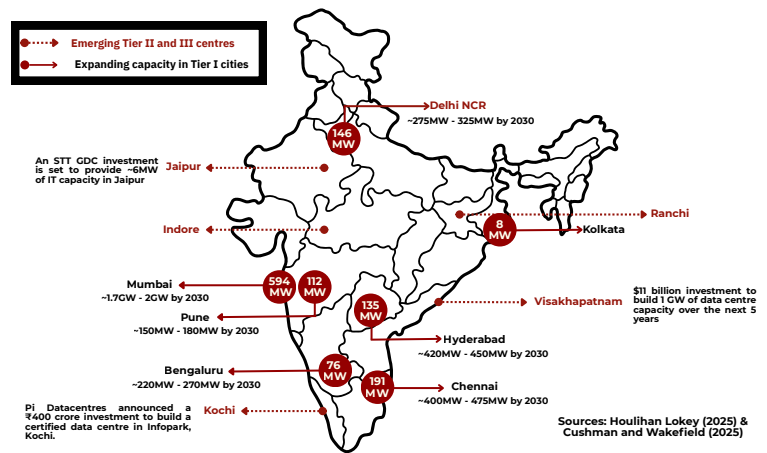


Fig. 5: Geographical Distribution of Data Centre Capacity across India

To encourage long-term growth, the Union Budget 2026-27 has proposed a tax holiday until 2047 for foreign companies that provide cloud services to global customers using data centre services located in India.⁹ Additionally, a safe harbour margin of 15 percent on costs has been proposed for cases where the data centre service provider in India is a related entity. Together, these measures aim to give India a competitive edge for global cloud and data centre investments.

This expansion is simultaneously creating employment opportunities across the technical spectrum, integrating traditional engineering skills with technological expertise.

Data Centre Engineers play a critical role in supporting AI systems by managing the full stack of hardware and software infrastructure. Their responsibilities range from installing and configuring servers to monitoring system performance and resolving failures. As AI workloads demand high computing power, these engineers must manage specialised infrastructure, including GPUs, high-density servers, and advanced storage systems.

In India, the growth of cloud services, AI startups, and global hyperscalers has increased demand for data centre engineers, particularly in emerging data centre hubs such as Mumbai, Chennai, Hyderabad, and Noida. Beyond technical skills, Indian engineers are increasingly tasked with a difficult balancing act: keeping systems running at peak performance while managing high energy costs and local infrastructure challenges. Their role is no longer limited to maintenance; it extends to ensuring the uptime, scalability, and reliability of AI-driven services used globally.

Network Engineers manage the connectivity systems that keep AI systems running smoothly. Since AI involves moving massive amounts of data between servers and cloud platforms, network engineers act like traffic controllers - monitoring traffic patterns to identify congestion and optimising data flow.¹⁰ In India, where many AI services support international clients, network reliability and low latency are especially important. To handle this at scale, engineers are increasingly using automation to manage complex networks. Their work ensures that AI models are trained, updated, and deployed without disruption, even under heavy data loads.

Security Specialists are the frontline defense for AI infrastructure, protecting them from both physical and cyber threats. Since data centres store sensitive personal and financial data, they have become high-value targets for cyberattacks.¹¹ In the Indian context, where data protection laws are evolving and many firms serve global clients, security specialists are required to ensure compliance with both international standards and national regulations. Their work includes building multi-layered defenses, monitoring systems for suspicious activity, and responding to security breaches.¹² As AI infrastructure becomes more valuable, these specialists are becoming central to trust and risk management.

Data Centre Technicians form the operational backbone of AI infrastructure. Traditionally focused on hardware installation and repair, their role is expanding with AI adoption. They now work with systems that enable intelligent cooling, power optimisation, and predictive maintenance. In India, where energy efficiency and heat management pose major challenges, these technicians are shifting from being “support staff” to active contributors to operational efficiency and sustainability.¹³

Cloud Operators play a crucial role in enabling AI workloads on data centre infrastructure. While Data Centre Engineers manage physical systems, Cloud Operators oversee virtual environments that provide on-demand access to computing resources.¹⁴ Their responsibilities include provisioning compute and storage, managing hybrid and multi-cloud workloads, and ensuring reliable performance for AI applications. They coordinate closely with network and security teams to maintain reliability and compliance.

Beyond the core technical roles discussed above, the growth in AI data centres also generates second- and third-order employment effects. Their large-scale development supports jobs in civil construction, infrastructure planning, project management, and physical security services. Similarly, their operation increases the demand for traditional roles of electrical engineering, power generation, grid management, and maintenance of equipment like transformers and batteries. These facilities also rely on water management and advanced cooling systems, thus creating roles for specialists in thermal regulation and energy efficiency. Their expansion drives economic activity across a wide range of sectors, creating jobs in energy, construction, manufacturing, and facility management.

AI DATA CENTRES		
JOB ROLE		RESPONSIBILITIES
Data Centre Engineers	>	Managing the full stack of the hardware and software infrastructure Managing specialised infrastructure, including GPUs
Network Engineers	>	Managing the AI Infrastructure which involves constant movement of large data Specialised engineers studying traffic patterns to optimize data flow
Security Specialists	>	Protecting the AI infrastructure from physical and cyber attacks Building layered access controls, monitoring systems and addressing security incidents
Data Centre Technicians	>	Operational backbone of the AI Infrastructure Involved in the installation and repair of the hardware
Cloud Operators	>	Operate on virtual systems, provisioning on-demand access to computing resources Managing hybrid and multi cloud workloads

Fig. 6: Roles emerging in and around Data Centre Operations

PRE MODEL DATA ECOSYSTEM

Data is frequently described as the new oil for AI algorithms. Just like crude oil, raw data also needs to be 'refined'. Model development is preceded by a rigorous process of collection, cleaning, annotation, and validation. These steps determine not only model performance but also influence issues of bias, safety, and trust. For a country like India, with vast yet fragmented data resources, strengthening this ecosystem is essential for building competitive, responsible, and inclusive AI capabilities.

This pre-model ecosystem has given rise to a new generation of specialized roles. The following section outlines key job roles in this space, including data annotation specialists, data quality analysts, and synthetic data engineers.

Data Annotators

An often overlooked yet fundamental aspect of the AI/ML ecosystem is data annotation, or data labelling.¹⁵ This pre-processing stage involves identifying raw data, such as images, text files, or videos, and assigning one or more labels to specify their context. In recent years, major Indian cities, including Mumbai, Bengaluru, and Hyderabad, have become key hubs for data annotation and labelling, with thousands of gig workers forming the backbone of AI training pipelines for Large Language Models (LLMs).¹⁶

Data annotation is increasingly becoming a role that requires real-world expertise. It is not just about identifying an object, but about understanding its context. This domain knowledge allows workers to spot subtle biases, improve accuracy, and mitigate biases, ensuring that AI models perform more efficiently once deployed.¹⁷ It is this contextual awareness that is extending the role of data annotators into fields beyond the technical. According to a Data Annotation Report published by NASSCOM, the annotation market in India was valued at merely \$250 million in FY20, with approximately 60% of revenue from US clients.¹⁸

By 2030, however, India is expected to lead in the Indo-Pacific region, growing at a CAGR of 29.2%.¹⁹ This surge is driven by a global need for high-quality, labor-intensive data processing. Since these tasks require high attention to detail but minimal technical expertise, they have become a form of white-collar gig work, keeping humans firmly in the loop of AI development.

Data annotators have traditionally performed microtasks such as transcribing audio files, categorising images, translating text, and rating chatbot responses. As AI advances, it is moving from an invisible labor market into a high-stakes, strategic function.²⁰ An important insight from our interviews was that a significant factor in this change is the rise of powerful, open-source models. These models are increasingly being used by annotators as a starting point, reducing the need for fully manual labelling.

In many cases, annotators now work with partially automated datasets, where the model does around 40-50% of the work and human annotators step in only to verify, refine, and correct the output. At the same time, a parallel trend is emerging where some companies are moving away from outsourced labor and automating the annotation process completely.²¹

Despite the push for automation, human involvement is far from declining. Actual AI deployment still lags behind its theoretical potential, indicating that human involvement continues to be indispensable in functions such as data preparation, annotation, validation, and quality control. In the short term, manual annotation will remain essential in areas where accuracy is non-negotiable, such as healthcare, biometric systems, and projects requiring real-time annotation. Another strategy companies are adopting to cut costs, while indirectly keeping data annotators relevant, is to make their roles more fluid and diversified. Many annotators are now expected to take on additional tasks, such as project

management, data entry, and basic sales coordination, thereby expanding their roles beyond purely labelling datasets. This trend is also driving a shift in work arrangements, with several production-focused companies increasingly moving from remote or hybrid setups towards full-time, in-office teams to improve efficiency, oversight, and real-time collaboration. Going forward, automation will not only reduce the volume of manual tasks but will also make the overall annotation process significantly faster and more efficient.

Notably, a large number of India's data annotators work for international clients, including several multinational companies (MNCs). A core reason cited in our interviews was that Western countries place greater emphasis on AI product innovation and development. In contrast, India has remained primarily on the service side, supporting global companies with high-quality datasets. This requires a strategic pivot: moving away from low-value annotation roles and creating clear pathways for Indian workers to transition into high-value, innovation-led AI roles.

Domain - Specific Data Experts

Another role emerging as an extension of data annotators is that of domain-specific data experts. With expertise in a particular subject domain, these professionals are responsible for validating and verifying data annotations, curating high-quality datasets, and providing expert inputs for synthetic data generation. Their domain knowledge also enables them to test and validate AI model outputs for queries specific to that field, ensuring accuracy and contextual relevance.

A recent study suggests that firms capture greater value from AI when algorithmic expertise is distributed across domain experts rather than concentrated solely within IT departments.²² This approach is reflected in several ongoing AI initiatives. For instance, BharatGen and Sarvam have engaged linguistic experts as consultants for model validation in order to build indigenous, context-aware AI models for Indian languages. Comparable roles are emerging in other sectors as well. In healthcare, radiologists and medical professionals annotate medical images

such as MRIs or X-rays to train AI models for disease diagnosis. Environmental applications similarly rely on ecologists and biologists to label satellite imagery and sensor data for models that monitor ecosystems, species habitats, and climate change impacts.²³ Such expert annotation becomes particularly critical in high-stakes contexts, where specialised knowledge is necessary to interpret data accurately and ensure reliable, trustworthy AI outputs.

Data Quality Analysts and Enrichment Specialists

While data annotation anchors the AI pipeline at the task-execution level, the role of Data Quality Analysts emerges at the systemic oversight and accountability level.²⁴ Rather than focusing on individual labelling tasks, data quality analysts evaluate the structural properties of datasets. They examine whether annotated data is consistent, balanced, and fit for specific modelling objectives. Their work involves assessing label reliability, identifying distributional skews, detecting hidden biases, and ensuring alignment between data characteristics and downstream use cases.²⁵ As AI development increasingly relies on partially automated annotation and pre-trained models, the focus of human intervention has shifted from producing labels to verifying and governing data quality. In this context, data quality analysts function as custodians of dataset integrity, ensuring that speed and scale do not undermine reliability, fairness, or safety.²⁶

The growing relevance of this role reflects a broader transition in the AI labour ecosystem. As annotation workflows evolve from fully manual to hybrid human-machine systems, organisations require dedicated professionals who can audit automated outputs, define quality thresholds, and decide when human review is essential. This is particularly critical in high-risk domains such as healthcare, biometrics, and financial services, where errors embedded in training data can produce systemic harms.²⁷ Unlike data annotation, which is often outsourced and fragmented, data quality analysis is increasingly internalised as a strategic function tied to governance, compliance, and risk management.

At the same time, the two roles remain closely interlinked. Experienced data annotators possess valuable domain familiarity and contextual understanding of datasets, making them natural candidates for quality-focused roles. In practice, boundaries between annotation and quality analysis are often fluid, with annotators performing verification tasks and analysts drawing on annotator insights.

Once the dataset has been audited and validated by the data quality analysts, data enrichment specialists work to strategically expand its contextualisation. Data enrichment is a valuable step in elevating the performance of machine learning models.²⁸ It provides necessary context and completes the data once the base dataset has been assessed for reliability, helping the model make more accurate predictions. The work of data enrichment specialists involves integrating external data sources, adding metadata, and using other enrichment methods to better capture real-world complexity. For example, enriching customer data can involve adding demographic information or social media preferences to existing customer profiles - data that ultimately helps in making a more informed analysis.²⁹

As machine learning systems increasingly rely on pre-trained models and large, reusable datasets, both quality analysis and data enrichment have become strategic functions. Together, these roles form a continuum of data services, where execution and oversight intersect to support trustworthy and accountable AI systems.

Synthetic Data Engineers

Large and diverse datasets are essential for training AI models, giving global tech giants like OpenAI and Google a significant advantage through their access to vast public and proprietary data. For many firms, possessing complex, multidimensional data is the key to staying ahead in the global AI race. However, Indian startups and researchers often face constraints in accessing usable datasets at scale, despite the country's immense digital footprint.

This data scarcity has made the role of synthetic data and its generators critical. Rather than relying solely on real-world information, synthetic data engineers generate artificial datasets that are statistically representative, allowing for the training, testing, and validation of AI systems in a controlled environment. Simultaneously, this helps preserve privacy, reduce bias, and simulate rare or high-risk scenarios that are difficult to capture in real datasets. This capability is particularly valuable in sensitive and data-scarce domains such as healthcare, mobility, climate modelling, defence, and satellite-based applications.

To perform this role, engineers require expertise in advanced technologies, including 3D modelling tools, animation and visual rendering, game engine development, geospatial and GIS tools, physics-based and simulation modelling, image manipulation and augmentation, and Python programming. As India seeks to scale AI adoption while adhering to data governance and privacy norms, demand for these "data architects" is expected to grow significantly, providing a strategic workaround to the data access challenge.

PRE-MODEL DATA ECOSYSTEM

JOB ROLE

RESPONSIBILITIES

Data Annotators



Identifying raw data and labelling them specifying their content

Domain knowledge-specific role and the annotator goes beyond simple identification of the data

Domain Specific Data Experts



Ensuring AI model outputs are accurate and contextually relevant

Validating and verifying data annotations and providing expert inputs

Data Quality Analysts and Enrichment Specialists



Checking whether the annotated data is consistent and balanced.

Moving beyond the surface to detect hidden biases, assessing label reliability, etc.

Synthetic Data Engineers



Generate artificial datasets for training, testing and validating AI systems

Advanced technology experts who use multiple tools to generate data

Fig. 7: Roles emerging in and around the Pre-Model Data Ecosystem

AI MODEL DEVELOPMENT

AI model development represents the stage at which data is transformed into functional intelligence. Building on the foundations of the data ecosystem, this phase involves designing model architectures, training algorithms on datasets, testing performance, and refining systems for deployment.

With the growing impact of AI systems on socio-economic outcomes, model development has also become a site of critical choices. There has to be a necessary emphasis on safety, accountability, and ethical design. For India, strengthening domestic capabilities in AI model development is essential for technological competitiveness. But along with it, it is also essential for ensuring that AI systems reflect local contexts and national priorities.

The following section outlines key job roles involved in AI model development, including Generative AI and Agentic AI Designers, AI Research Scientists, and AI/ML Engineers.

Generative AI and Agentic AI Designers

Generative AI and Agentic AI are complementary dimensions of the AI stack. Generative AI, or GenAI, refers to artificial intelligence systems capable of creating original content in response to user prompts. These systems rely on deep learning models. Basically, algorithms are designed to replicate the learning and decision-making processes of the human brain.³¹ At the core of this rapidly advancing field are Generative AI engineers. These are specialised professionals who design, develop, and deploy systems capable of generating human-like content. It is done across formats such as text, images, code, and multimedia.

They optimise and fine-tune models based on feedback to ensure high performance and efficiency. They operate at the intersection of machine learning, natural language processing, and creative technology. Thus, they play a pivotal role in building applications that expand the creative and functional possibilities of AI. This makes their work inherently research-driven, requiring constant engagement with the latest advancements in generative AI technologies and methodologies.

On the other hand, AI agents are autonomous programs that perform tasks and achieve goals without direct human intervention. Agentic AI emerges when multiple agents coordinate to accomplish complex objectives, exceeding the capacity of any single agent. For example, a flight booking assistant can interpret a user's request using an LLM, integrate with platforms such as Yatra or MakeMyTrip to retrieve prices, manage user data, and book tickets autonomously. Thus, requiring minimal oversight. By enabling such intelligent, multi-layered ecosystems, agentic AI is expanding the role of AI/ML engineers. It has evolved from simply building models to creating end-to-end systems. As adoption grows, these professionals will play a central role in designing, integrating, and maintaining agent-driven applications.

The convergence of generative and agentic AI is giving rise to hybrid roles that merge content creation with autonomous decision-making. This has paved the way for AI Systems Architects. These are professionals who design end-to-end solutions where generative models produce outputs that agentic systems can act upon in real time. These roles bridge creative generation with goal-driven execution. It enables AI systems to create, plan, decide, and operate with minimal human oversight.

AI Research Scientists

AI researchers are at the core of AI innovation and advancement. Their expertise are across specialised areas such as machine learning, computer vision, and natural language processing. Their tasks include developing algorithms, testing and verifying ML models using pre-defined benchmarks, and optimising AI system capabilities. Simultaneously, they refine existing models and approaches through iterative refinement to enhance accuracy, efficiency, and scalability.

Additionally, AI researchers actively contribute to the global knowledge base. They develop patent-worthy proof-of-concept systems and produce relevant academic research. They work in close collaboration with AI ethicists to ensure fairness, accountability, and social considerations into the research process from the start.³² This partnership ensures that innovations are evaluated not only for technical excellence but also for their ethical soundness.

AI researchers identify contextually relevant use cases and concentrate their efforts on them. For instance, in the Indian context, AI researchers focus on developing algorithms and models that reflect the country's linguistic diversity and social complexity. A key example is Bharat Gen,³³ an indigenously developed, multimodal large language model (LLM) for Indian languages.

AI/ML Engineering

Machine Learning (ML) lies at the centre of the transformation of AI from a theoretical concept to a practical, scalable technology. It enables systems to make data-driven predictions without explicit programming. Building on this foundation, Deep Learning (DL) and Natural Language Processing (NLP) have enabled analysis of unstructured data, including images, audio, and text. This rapid evolution has given rise to a distinct class of technology professionals - AI/ML engineers. They design, develop, and deploy these systems at scale. Evidence from real-world AI usage data shows that basic software and

programming roles are among the most exposed to AI systems.³⁴ For instance, programmers rank as the most AI-exposed occupation in recent task-level analyses of large language model usage. However, the World Economic Forum's 2023 report projected a 40% surge in demand for AI/ML specialists. This was equivalent to 1 million jobs over the next five years.³⁵ WEF's 2025 report noted that more than half a million AI/ML engineers are already available worldwide.³⁶ This indicates that the field achieved a substantial share of the earlier projection in just two years. In India, the trend is similar, with the AI/ML workforce expanding rapidly.

AI/ML engineers require both deep expertise and strong problem-solving skills to turn raw data into actionable intelligence. They design and implement data pipelines that can process vast volumes of raw data both quickly and accurately from diverse sources. To ensure reliability, they also conduct rigorous data cleaning and handle data engineering tasks.³⁷ They develop datasets and maintain the infrastructure that supports large-scale ML operations.³⁸ Building on this foundation, AI/ML engineers guide the entire machine learning model lifecycle. They work from selecting the correct algorithm for a given business problem to optimising the model for deployment. A critical part of their work is transforming research prototypes into reliable, production-ready systems. They have to continuously monitor performance to ensure long-term accuracy and efficiency. Ultimately, their goal is to create highly efficient, self-learning applications that can evolve and push the boundaries of AI technology.³⁹

Our participants highlighted subtle changes in the role of AI/ML engineers. Firstly, several new dimensions within the role have emerged. Core engineering positions still require a strong foundation in mathematics, programming, and model development. However, companies are also hiring individuals with basic technical skills for more integration-focused tasks.

For instance, the growth of RAG (Retrieval-Augmented Generation) applications has created opportunities that require knowledge of specific packages rather than deep domain expertise. However, these low-complexity integration roles are expected to decline over time. Demand is gradually consolidating around specialised AI/ML engineers with greater technical expertise and stronger domain knowledge.

Secondly, company leaders or product managers have traditionally served as intermediaries between clients and engineering teams. They translated business problems into technical requirements. However, as AI-driven solutions become more complex, AI/ML engineers are increasingly taking on the client-facing responsibility themselves.

Thirdly, as AI applications grow, organisations are also expecting AI/ML engineers to master diverse capabilities rather than creating separate roles for each specialisation. Skills such as natural language processing (NLP), computer vision, recommendation systems, reinforcement learning,

and time series analysis are now clustered together under a single role. Even advanced areas like Edge AI - deployment of AI technologies to sensors or IoT devices (edge devices) - are increasingly managed by the same professionals. This shift reflects a broader industry trend of consolidating expertise into fewer, more adaptive roles.

Finally, two aspects of the AI lifecycle are expected to gain prominence and may evolve into standalone roles. The first is data annotation and labelling, which has been explored in detail in the previous section. The second is deployment and application scalability. At present, these responsibilities fall under the broader scope of ML Engineers. However, growing client demands and multi-platform integrations have highlighted a critical gap. As solutions move into production, simultaneous access by multiple clients or devices often results in performance delays, and in extreme cases, system crashes. Over time, this shift could lead to the creation of a specialised role dedicated to ensuring efficient and resilient deployments.

AI MODEL DEVELOPMENT

JOB ROLE	RESPONSIBILITIES
Generative AI Designers	<ul style="list-style-type: none"> Design, Develop and Deploy systems which can generate original content on user prompts Work at the intersection of ML, NLP and creative technology to make AI more accurate and efficient
Agentic AI Designers	<ul style="list-style-type: none"> GenAI Designers creating end-to-end systems, building an assistant of sorts Such agents are capable of performing the complete task without direct human intervention
AI Research Scientists	<ul style="list-style-type: none"> Engaged in AI Innovation and Advancement, with expertise spanning across ML, NL Contribute to the global knowledge base by publishing, presenting, developing
AI/ML Engineers	<ul style="list-style-type: none"> Designing, Developing, and Deploying AI/ML systems at a scale Transforming research prototypes into reliable, production-ready systems

Fig. 8: Roles emerging in and around AI Model Development

AI DEPLOYMENT, APPLICATION AND INTEGRATION

It is at the application and integration stage that AI technologies are translated into usable, scalable, and context-specific solutions within enterprises. Roles in this layer focus on embedding AI tools into existing workflows and aligning technical capabilities with business objectives. For instance, many companies are using AI to analyse real-time sales data and weather patterns to forecast demand, optimize inventory levels across stores and warehouses, and determine efficient delivery routes.⁴⁰ These decisions impact product availability and operational costs through effective stock movement and replenishment. As enterprises across sectors move from experimentation to large-scale AI adoption, demand within the application and integration layer is expected to grow rapidly.

Forward-Deployed Engineers and Product Managers in the AI Age

As AI-based solutions emerge as primary products and solutions for various technology companies, Forward-deployed engineers and Product Managers have become increasingly pivotal. Product Managers, acting as the frontline staff, are now tasked with ensuring the utility and effectiveness of AI solutions. Their responsibilities have expanded to customising solutions for specific enterprise uses and ensuring seamless integration of AI solutions into legacy workflows.⁴¹ This multifaceted role encompasses engineering, configuration, and strategic consulting to address unique operational challenges through direct client engagement. This was confirmed in interviews by several industry professionals.

In interviews, Product Managers described their primary responsibility as bridging the gap among engineering, design, and sales to ensure timely deployment. However, the integration of AI into existing workflows necessitates a scope that extends well beyond traditional user interface and feature delivery.⁴² Product Managers are now responsible not only for what users see but also for ensuring that AI systems are trustworthy, explainable, and scalable. Since AI systems not only present information but also make decisions and act on behalf of the user, Product Managers must assume a range of functions and ensure that the systems they build can be trusted by users.

Our interviews also revealed that the rising demand for product management roles is enabling candidates with less experience to pursue higher-paying roles than a traditional Product Manager role. This presents a significant opportunity for existing product managers, who, in the absence of new categories, can develop expertise in AI-powered technologies and subsequently meet enterprise demands. With all major companies integrating AI into their products, industry demand for AI Product Managers is likely to persist and may even increase - an evidence of the AI industry's maturation.⁴³

AI System Integrators and Interaction Designers

Just like Forward Deployed Engineers and Product Managers, the increased adoption of AI across operations and user-facing platforms has had a positive impact on AI System Integrators and Interaction Designers.

Distinct from model developers, who build, design and train AI models, these professionals connect AI systems with enterprise software, databases, cloud platforms, and application interfaces, ensuring that models operate reliably within organisational workflows. By combining an understanding of human-AI interaction with traditional UX principles, they translate complex AI capabilities into practical user experiences. In practice, this involves embedding recommendation systems into digital interfaces, aligning automated outputs with specific user needs, and establishing feedback loops to iteratively improve system performance.

Prompt Engineering

Prompt engineering has emerged as a critical competency alongside the proliferation of generative AI tools. It involves the creation of structured instructions, called prompts, that guide AI systems on what to do and how to respond. While effective prompting ensures the accuracy and utility of response by clarifying user intent, poorly constructed prompts can lead to the generation of factually incorrect information, or *hallucinations*.⁴⁴ As more companies use AI for content writing, customer support, research, and coding, the ability to engineer precise prompts has become a high-value skill.

In the Indian context, prompt engineering is particularly vital for the adaptation of global AI tools. Since many foundational models are developed abroad, they often require refinement to align with Indian languages, local cultural nuances, and specific regional business needs for smoother communication.⁴⁵ Prompts are repeatedly tested and refined to improve results by reducing errors, removing biased responses, and making the outputs easier to understand.⁴⁶ Prompt engineering, therefore, essentially functions as a layer of contextual translation, helping companies deploy international AI technologies more effectively in India.

Another reason for the growing importance of prompt engineering is that it requires both soft and technical

skills.⁴⁷ What matters more than advanced programming or model-building expertise here is clear thinking, good language skills and subject knowledge. This makes the skill accessible to many people. Professionals such as writers, analysts, teachers, and customer support workers can develop prompt engineering capabilities with short-term training. In India, this creates new entry points into AI-related jobs for a large and diverse workforce.

At the same time, the skill of prompt engineering is changing fast.⁴⁸ AI systems are becoming easier to use, and some task-specific prompts are being built into software tools. As a result, prompt engineering may not remain a distinct proficiency in the long term. Instead, it may become a common skill expected of many workers.⁴⁹ While large firms currently continue to hire for specialised prompt engineering roles, many emerging startups and smaller enterprises take a different approach. They increasingly expect professionals across varied roles to integrate prompt engineering into their existing responsibilities.

Automation Designers

Automation designers are responsible for identifying opportunities to automate business workflows using artificial intelligence.⁵⁰ They may work with specific functional teams, such as engineering or HR, to streamline internal processes, or operate across departments to build efficiencies that enhance employee productivity. Rather than building AI systems from scratch, automation designers focus on modifying existing systems and integrating relevant tools to meet specific organisational needs. Their role involves identifying tasks that are prime candidates for automation, developing prototypes to address operational bottlenecks, and scaling these prototypes into effective enterprise solutions.⁵¹

While automation design itself is not a new role, emerging AI capabilities emerging AI capabilities are changing the skills required for these roles.

Traditional automation largely relied on deterministic systems following clearly defined rules and predictable outcomes. In contrast, AI-enabled automation operates in probabilistic environments where outputs and decisions may vary depending on context. Consequently, automation designers must increasingly understand the behaviour and limitations of generative AI models and AI agents so they can design human-in-the-loop workflows that combine automated processes with human oversight and reliability.⁵²

AI Customer Support Specialists

A new category of roles is emerging around AI customer care, focused on addressing user grievances related to the performance of AI models or agents: AI User Advocates and Redressal Specialists. These professionals require the skills to understand

the context in which AI systems are used, investigate audit trails, and analyse model capabilities. For instance, tracing a chatbot’s hallucination back to a guardrail failure during peak traffic became evident in the Sports Illustrated AI scandal (2023), where AI-generated product reviews and fabricated author profiles were published due to inadequate oversight, highlighting the need for specialists capable of examining prompt-response chains, interpreting audit logs, and implementing corrective action.⁵³ Their role is also to identify issues, explain system behaviour where necessary, and provide effective redressal to human end users.

By combining technical understanding, communication skills, and regulatory awareness, these specialists help strengthen accountability, transparency, and trust in AI systems, aligning with the emphasis on responsible AI and grievance redressal mechanisms outlined in India's National Strategy for Artificial Intelligence (#AIForAll).⁵⁴

AI DEPLOYMENT, APPLICATION, INTEGRATION

JOB ROLE	RESPONSIBILITIES	
Forward-Deployed AI Engineers, AI Product Managers	Deploying AI Models into systems, customisation of solutions for enterprises	Completing processing and deployment of real-world solutions for business
AI System Integrators and Interaction Designers	Creating interfaces to bridge distance between human cognition and machine intelligence	Improving system performance by embedding AI recommendations into digital interfaces
Prompt Engineers	Writing clear, unambiguous instructions for the work AI is supposed to do	Playing an important role in AI delivering the content without hallucinations
Automation Designers	Automating business workflows using Artificial Intelligence	Changing and upgarding the the AI System to match the needs of the organization
AI Customer Care	Ensuring that AI systems operate with transparency, accountability, and trust for users	Overseeing customer care processes

Fig. 9: Roles emerging in and around AI Deployment, Application and Integration

AI AND HUMAN RESOURCES

As a sectoral example of AI deployment, the HR function illustrates how AI is being integrated into core organisational workflows. Several respondents highlighted the increasing use of AI tools to automate high-volume, manual tasks such as resume screening, interview scheduling, and initial candidate assessments.

AI is also being used to analyse candidate data to predict which candidates are most likely to succeed in a role and addressing employee queries, allowing HR professionals to shift into more strategic and governance-oriented roles. For example, as of 2025, IBM's AskHR agent was handling as many as 11.5 million employee interactions annually with 94 percent resolved without human involvement, cutting HR operating costs by 40 percent.⁵⁶

Importantly, there is an increasing expectation from those working in HR to understand and interpret AI-generated outputs, exercise judgement in their application, and integrate data-driven insights into broader organisational decision-making. This shift places greater emphasis on analytical capability, contextual understanding, and strategic involvement within the HR function.⁵⁷

The following section highlights emerging AI-enabled roles within HR, reflecting the ongoing transformation of people management functions and the growing need for professionals who can operate at the intersection of people, data, and technology.⁵⁸

AI-Augmented Workforce Designer

A crucial role expected to emerge within organisations is that of professionals responsible for designing and managing AI-augmented human roles. This role would involve redesigning existing job functions and conceptualising new roles that effectively integrate human skills with AI systems.

HR professionals in this capacity would assess which tasks can be automated, which require human judgment, and how responsibilities should be redistributed across teams. Research suggests that the integration of AI requires substantial job redesign, rather than simple substitution of labour.⁵⁹

Beyond the role of design, these professionals would also be responsible for defining performance expectations, productivity metrics, and appraisal systems suited to AI-augmented work environments. They would be expected to play a strategic role in determining how tasks are divided between humans and intelligent systems, ensuring that both productivity gains and employee well-being are maintained. In addition, they would develop HR policies governing AI-enabled roles, manage reskilling initiatives, and oversee the lifecycle of employees working alongside AI systems. In this way, HR is gradually transitioning from a traditionally administrative function into a strategic architect of human-AI collaboration within organisations.⁶⁰

People Data and AI Insights Lead

As AI-enabled systems become embedded across HR functions, organisations are increasingly generating large volumes of workforce data related to skills, performance, engagement, attrition, and productivity. In this context, the role of the People Data and AI Insights Lead is emerging as a critical capability within HR.

Unlike traditional HR reporting roles, the focus here is on predictive analysis rather than mere descriptive reporting⁶¹ to support decisions on workforce planning, talent deployment, learning investments, and retention strategies.⁶² This involves identifying patterns and early signals, such as disengagement

risks, emerging skill gaps, or shifts in performance, enabling HR teams and senior leadership to move from reactive interventions to more anticipatory and evidence-based approaches. Importantly, while AI systems can aid predictions, human judgment remains central in assessing relevance, mitigating bias, and ensuring ethical and responsible use of employee data.⁶³

For the role of People Data and AI Insights Lead, data literacy, analytical thinking, and the ability to interpret AI outputs are crucial skills for this role.⁶⁴ Equally important are soft skills such as ethical awareness, critical judgment, collaboration, and the capacity to translate AI-enabled insights into strategic decisions.

AI Adoption and Employee Experience Lead

In India, recent workforce surveys show high levels of AI adoption and optimistic attitudes among employees. For example, a survey by Ernst & Young (2025) found that 62 per cent of Indian employees regularly use generative AI, and 75 per cent reported that generative AI improves decision-making quality.⁶⁵ However, this optimism coexists with a preparedness gap. It is within this context that the role of the AI Adoption and Employee Experience Lead is beginning to emerge.

This role is focused on ensuring that AI adoption within organisations is accompanied by clarity,

trust, and consistency in the employee experience.

Importantly, it emerges from the need to recognise that the workforce, much like a consumer base, is not monolithic. Different employee segments often have distinct motivations, concerns, and expectations regarding AI adoption. For example, in its study of administrative staff, BCG (2025) identified distinct employee segments that required tailored approaches to AI rollout.⁶⁶ For example, “lifers” - employees content in their current roles - often feared that generative AI tools would remove aspects of work they valued.

While “launchers,” who viewed administrative roles as stepping stones to other opportunities, were more eager to adopt AI as part of their career mobility goals. These findings highlight the need for differentiated communication and adoption strategies. It’s a gap that the AI Adoption and Employee Experience Lead is specifically positioned to address.

Importantly, the AI Adoption and Employee Experience Lead oversees the deployment and use of AI-enabled HR systems, such as recruitment tools, virtual HR assistants, performance platforms, and internal decision-support systems, from an employee experience perspective. The emphasis is not on technical development but on embedding AI tools into work in ways that reduce friction, improve accessibility, and support consistent, coherent employee experiences.

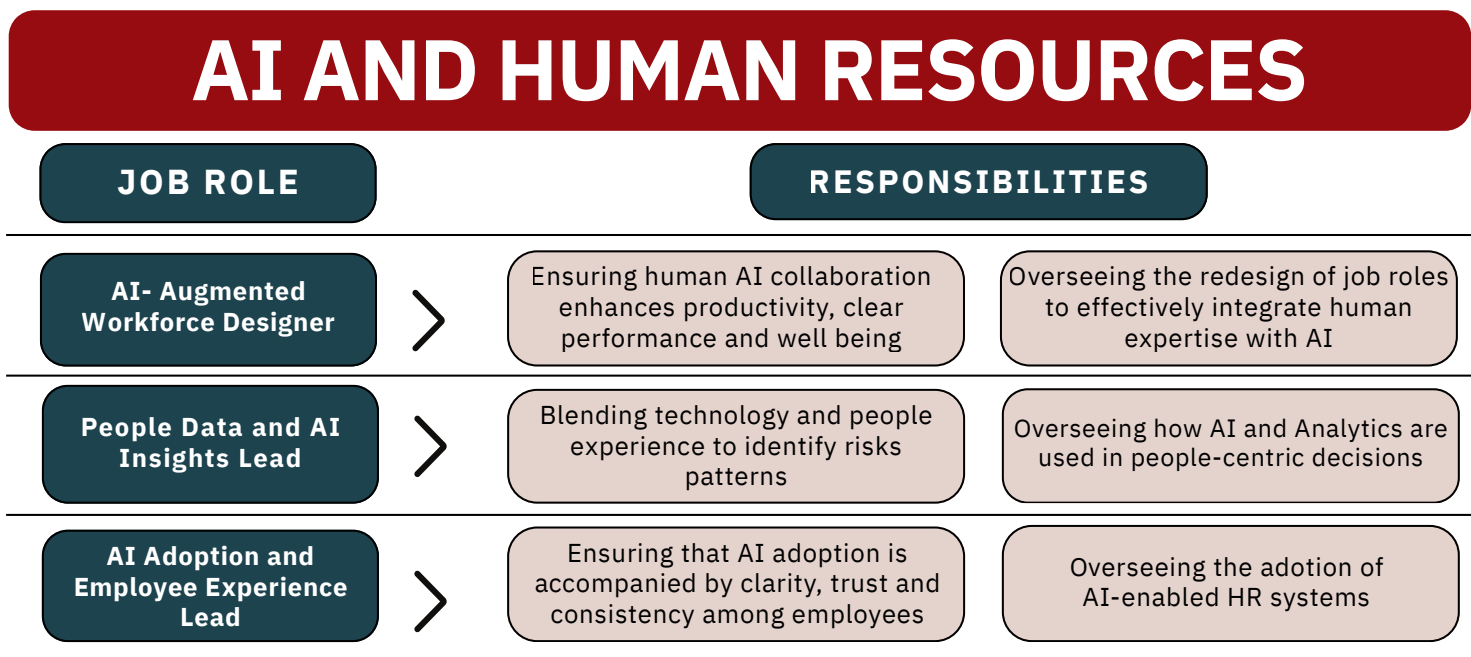


Fig. 10: Roles emerging in Human Resources

AI GOVERNANCE AND TRUST

Governments and corporations are increasingly relying on AI for high-stakes decision-making.⁶⁷ A Deloitte 2026 Global Human Capital Trends survey of more than 9,000 business and HR leaders across 89 countries found that 60 per cent of executives now regularly use AI to inform their decision-making.⁶⁸ The use of AI in decision-making is particularly evident in financial services. At investment banks, for instance, AI systems are used to analyse real-time transaction data and customer behavior to assess credit risk, detect fraud, and optimize loan underwriting.⁶⁹ By automating these processes, the firm can manage credit approvals and risk mitigation at scale, directly influencing loan loss rates, regulatory compliance, and broader customer access to financing.

As AI shifts from being a peripheral experiment into a “normal,” foundational technology, private and public sector organisations alike must now confront not only questions of performance and efficiency, but also those of legitimacy, accountability, and broader social impact. This evolution has created an urgent need for dedicated governance and enablement roles designed to ensure that AI systems are not just powerful, but also trustworthy. The following section highlights four distinct yet interrelated roles under the broader framework of AI governance, trust, and enablement.

AI Ethicists

Within the emerging governance and enablement ecosystem, AI ethicists occupy a foundational role. These professionals are responsible for guiding ethical practices throughout the AI lifecycle, from initial design and model training to deployment and ongoing monitoring. By identifying potential risks early and ensuring compliance with ethical frameworks, they help keep AI systems responsible.

Their work positions them as critical bridge-builders within organisations, collaborating closely with developers, product managers, legal teams, and other cross-functional stakeholders.

In this capacity, they develop and implement the rules and governance frameworks that establish guardrails for AI models. This requires a nuanced understanding of social, cultural, and political contexts across geographies, enabling them to tailor these guardrails to align with local regulatory and societal norms. Beyond oversight, they serve as educators and advocates, raising awareness about ethical AI practices and fostering a culture of responsibility that permeates all levels of the organisation.

In practice, however, this role is rarely confined to a single, clearly bounded function. Interview insights suggest that AI ethics work is distributed across multiple domains, including AI risk, evaluations and testing, and AI security. In large organisations, these responsibilities are often split across specialised roles, whereas in smaller teams a single ethicist may serve as a strategic advisor across components to ensure systemic alignment. This reflects the inherently cross-cutting nature of ethics work, which does not sit neatly within either technical or policy silos.

At a conceptual level, the central aim of AI ethics is to safeguard against the risk that technologies reinforce prejudice, discrimination, or harm to individuals and communities.⁷⁰ Fairness in AI is inherently multidimensional, encompassing both algorithmic and data bias, much of which stems from historical inequities that underrepresent or misrepresent certain groups in training datasets.⁷¹

Within this context, AI ethicists function not merely as technical reviewers but as critical anchors ensuring that AI systems remain responsive to social context, equity, and justice. At the same time, interviews highlight that ethical ideals often come into tension with commercial and operational pressures. Practitioners noted that ethical risks are often embedded in broader incentive structures, product metrics, and business models, making them difficult to address through technical fixes alone.

As a result, the role of ethicists is not to eliminate all trade-offs, but to surface them early, inform decision-makers, and mitigate harm through organisational safeguards.

The contemporary AI regulatory landscape is rapidly evolving, requiring ethicists to maintain expertise across diverse regulatory approaches, including international standards, national legislations, and sector-specific guidelines.⁷² Their responsibility extends to interpreting normative and legal principles, supporting risk identification, and informing organisational decision-making in environments where regulatory clarity is still emerging. Interviewees described this as a time-intensive and iterative process, noting that responsible AI governance is best understood as a long-term organisational journey rather than a one-off compliance exercise.

AI Governance Architects

While ethicists focus on shaping principles and normative frameworks, AI Governance Architects translate these into operational structures and implementable systems.

AI Governance Architects are responsible for designing the structural and systemic foundations that govern AI within organisations, with the translation function being central to their role.⁷³ They are typically involved in defining how abstract principles are converted into concrete organisational and technical actions, including policy structures, governance workflows, and system-level design choices. Their work sits at the intersection of ethics, policy, and engineering, requiring close collaboration with both technical teams and senior leadership.

Their work begins at the design stage, where they define standards for data governance, model documentation, explainability, and accountability.⁷⁴ These standards are then operationalised through governance artefacts such as lifecycle checkpoints, audit trails, risk classification frameworks, and escalation protocols. Importantly, AI Governance Architects work with technical teams to ensure that governance is not merely procedural but also

technically enforceable, for example, through monitoring systems that detect model drift, bias, or misuse.⁷⁵ Interviewees repeatedly emphasised that the most difficult aspect of this work lies in bridging the gap between high-level principles and day-to-day operational realities, often requiring pilot projects and iterative refinement before frameworks can be scaled.

AI governance architects differ from traditional enterprise architects or compliance officers in both scope and orientation. While enterprise architecture focuses on technical efficiency and integration, and compliance functions focus on rule adherence, governance architects focus on institutional legitimacy, accountability, and trust.⁷⁶

Algorithmic Accountability Auditors

Organisations across the public and private sectors are increasingly expanding the use of AI tools to improve service delivery, operational efficiency, and user engagement. However, their effectiveness depends on addressing persistent challenges related to privacy, bias, regulation, and digital inclusion.⁷⁷ Addressing them requires mechanisms that can systematically evaluate how AI systems function and the impact they produce.

In this context, algorithmic auditing refers to evaluation of automated decision-making and AI systems to ensure they function in an explainable, fair, and socially responsible manner. Specifically, it involves examining whether the outcomes of algorithmic systems can be justified under legal, ethical, and public accountability standards. Current governance guidance stresses that systems affecting access to services must be reviewable and contestable, which requires structured audit capacity beyond routine technical testing. At present, these responsibilities are often handled within legal, risk, or governance teams inside organizations. However, algorithmic auditing is expected to emerge as a distinct accountability practice or as a separate job role, combining technical evaluation with regulatory compliance and impact assessment skills.⁷⁸ Algorithmic audits typically include dataset review, model behavior testing, and outcome disparity

analysis across demographic groups. They also play an important role in transparency and documentation review, assessing whether such documentation exists and whether it is substantive rather than merely procedural.

AI Governance Program Managers

AI governance program managers play a critical role in translating governance frameworks into day-to-day organisational practice. While AI governance architects design governance structures and systems, program managers ensure that these structures function effectively across teams, projects, and business units. Their work is fundamentally operational, focusing on implementation, coordination, and continuous oversight.⁷⁹

Interview insights suggest that AI governance program managers are best understood as execution coordinators. They oversee rollouts, manage approval processes, maintain inventories of AI systems, and track governance requirements across portfolios. Unlike architects, who focus on design, program managers ensure that governance mechanisms are applied consistently and remain functional over time. AI governance is not a one-time activity but an ongoing process that must

adapt as AI systems are updated, retrained, or repurposed. Governance program managers oversee this continuous cycle by coordinating risk assessments, compliance reviews, internal audits, and performance monitoring across the AI lifecycle. Practitioners described a typical implementation pathway that includes policy formulation, pilot projects lasting several months, gradual expansion across teams, and the establishment of inventories, metrics, and approval matrices. Interviewees estimated that it often takes organisations up to 18 months to move from policy creation to meaningful governance oversight.

In addition to routine oversight, governance program managers are responsible for responding to governance-related incidents, including ethical breaches, model failures, and unintended harms. They ensure timely escalation, remediation, and feedback into governance processes. Interviewees noted that these roles are currently concentrated in large enterprises and consulting firms, while startups and smaller organisations tend to rely on external platforms or advisory services to meet minimum governance requirements. Rather than focusing solely on rule enforcement, their emphasis is on governance effectiveness, assessing whether governance practices meaningfully reduce risk, strengthen accountability, and enable the responsible use of AI.

AI GOVERNANCE AND TRUST

JOB ROLE

RESPONSIBILITIES

AI Ethicists



Guiding ethical practices and helping make the system responsible

Safeguarding against the risk posed by technologies such as prejudice, or discrimination

AI Governance Architects



Designing structural and systemic foundations which govern AI within organisations

Addressing ethics, regulations, and risk management in governance structures

Algorithmic Accountability Auditors



Evaluating automated decision-making and AI systems to ensure responsible functioning

Carrying out bias assessment, and legal and regulatory compliance verification

AI Governance Program Manager



Translating governance frameworks to daily practices

Ensuring effective functioning of these structures across domains

Fig. 11: Roles emerging in and around Governance and Trust-building in AI Integration

AI TRAINING

Despite increasing levels of AI adoption across organisations, a significant gap persists in workforce readiness. According to a 2025 Michael Page Report, only around 30 per cent of employees feel adequately supported or trained by their organisations to use AI effectively, and many report a lack of clear guidance and training on AI use.⁸⁰ Moreover, the skill gap persists, with most employees spending fewer than 40 hours a year on AI learning. In this context, building both AI literacy and applied skills across the workforce is emerging as a critical priority for organisations.

AI Literacy and Skills Trainers

As public and private organisations integrate AI into their daily operations, it is becoming imperative to ensure that these competencies are inculcated across the workforce. This includes not only highly skilled professionals but also frontline and administrative workers, who are central to implementation but may lack the training required to effectively use AI systems.

There are early examples of how private sector organisations are approaching the challenge of AI integration at scale. TCS, for example, trained over 3,00,000 employees in AI by the end of 2024.⁸¹ By mid-2025, this figure was increased to 5,70,000, with many achieving deeper expertise with immersive learning through the company's AI Experience Zone.⁸² Similarly, EY India operates its AI Academy for structured GenAI upskilling, with role-based learning pathways for over 44,000 employees.⁸³

AI Literacy Trainers are likely to emerge as a critical category within the workforce in the transition towards AI-enabled systems. Consequently, a demand will rise for professionals who combine functional competence in relevant AI technologies with strong “human-centered” pedagogical skills.⁸⁴

Considering the roles played by an uneven access to technology and the diversity of socio-economic and educational backgrounds workers come from, the role of AI literacy trainers extends beyond basic digital training. They must function as intermediaries responsible for translating complex and somewhat foreign technological processes into forms that are intelligible and comprehensible for users.

These professionals require specialised competencies, including an understanding of organisational workflows and the ability to tailor pedagogical approaches to user needs. In doing so, they play a preventive role against technological alienation and the exclusion of workers from AI-mediated systems.

CONCLUSION

Through a combination of industry interviews and secondary research, this report has examined the changing landscape of AI-driven job roles across domains. The findings suggest that artificial intelligence is restructuring the manner in which work is organized and how responsibilities are distributed across roles. Rather than a binary narrative of job loss versus job creation, the evidence points towards a more complex restructuring of work, where new roles emerge alongside the transformation of existing ones. This is particularly visible in the rise of hybrid roles that combine technical understanding with domain expertise, as well as in the growing importance of functions such as deployment, integration, governance, and workforce enablement.

For India, these shifts present a unique opportunity. With a large and diverse workforce, expanding digital infrastructure, and increasing participation in global technology value chains, the country is well-positioned to shape both the development and application of AI. However, realising this potential will depend on the ability to move beyond service-oriented roles and invest in higher-value capabilities, including research, governance, and strategic implementation. At the same time, ensuring inclusive access to these opportunities will be critical, particularly in addressing linguistic, educational, and digital divides.

From a policy perspective, the findings highlight the need for a multi-dimensional approach. This includes strengthening skilling and reskilling ecosystems, supporting the development of domain-specific expertise, and building institutional capacity for responsible AI governance. Equally important is the need to create pathways that enable workers to transition across roles within the AI ecosystem, rather than being excluded by technological change.

Ultimately, the future of work in an AI-driven economy will not be determined solely by the capabilities of technology, but by the choices made by organisations, policymakers, and individuals in how these technologies are deployed and governed. If approached strategically, AI has the potential not only to enhance productivity and innovation, but also to create a more dynamic, inclusive, and resilient labour market.

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