

Indeed Insights:

# Winning Tech Talent in a Shifting Landscape





## Understanding tech workers

As demand for tech roles continues to evolve, the 2025 Tech Talent Report for the UK equips talent leaders with insights to navigate the rapidly shifting landscape and plan for the future. Indeed and Glassdoor are top destinations of choice for tech job seekers.<sup>1</sup> Combining our jobs and job seeker data with Indeed-commissioned research enables us to provide unique insights on industry trends.

Overall, our findings revealed tech workers are mostly passive this year. Active job seekers tend to be less experienced while seasoned professionals are less open to new roles—making it harder for employers to secure the in-demand talent they need.<sup>1</sup>

As generative artificial intelligence (GenAI) continues to evolve and augment necessary skill sets, our audience is interested in upskilling, with Gen Z and Gen X feeling more pressure to do so. And beyond pay, the trend continues for wellbeing and company culture to be important factors in helping tech workers decide where they want to apply, and whether they remain loyal.<sup>1</sup>

Depending on the role, employers are seeing either too many or too few applicants. Leveraging the insights in this report can help employers fine-tune recruitment efforts to solve for their unique needs. As a strategic partner, we are pleased to share the key takeaways.



## How we collected insights

---

To understand the perspectives of those shaping and navigating today's tech workforce, we analysed Indeed and Glassdoor data in combination with a commissioned survey of 1,023 tech workers in the UK conducted by YouGov.

Participants answered an online quantitative questionnaire between May 22 and June 10, 2025. They ranged in age from 18 to 65 and primarily included people working in software and information technology with a range of experience across a number of industries.

## Contents

---

The outlook for tech jobs	<b>4</b>
Job seeker attitudes	<b>10</b>
Job seeker activities	<b>13</b>
Attracting tech workers	<b>17</b>
Retaining tech workers	<b>21</b>
Mastering the new realities of tech hiring	<b>26</b>



# The outlook for tech jobs

---

The tech labour market is shifting, with AI accelerating long-term changes in both demand and role definitions. Today, AI and data expertise have become baseline requirements, while cloud-native delivery serves as the foundation of modern operations. Emerging tools and skill sets—especially those tied to AI—are reshaping what employers need and value most.

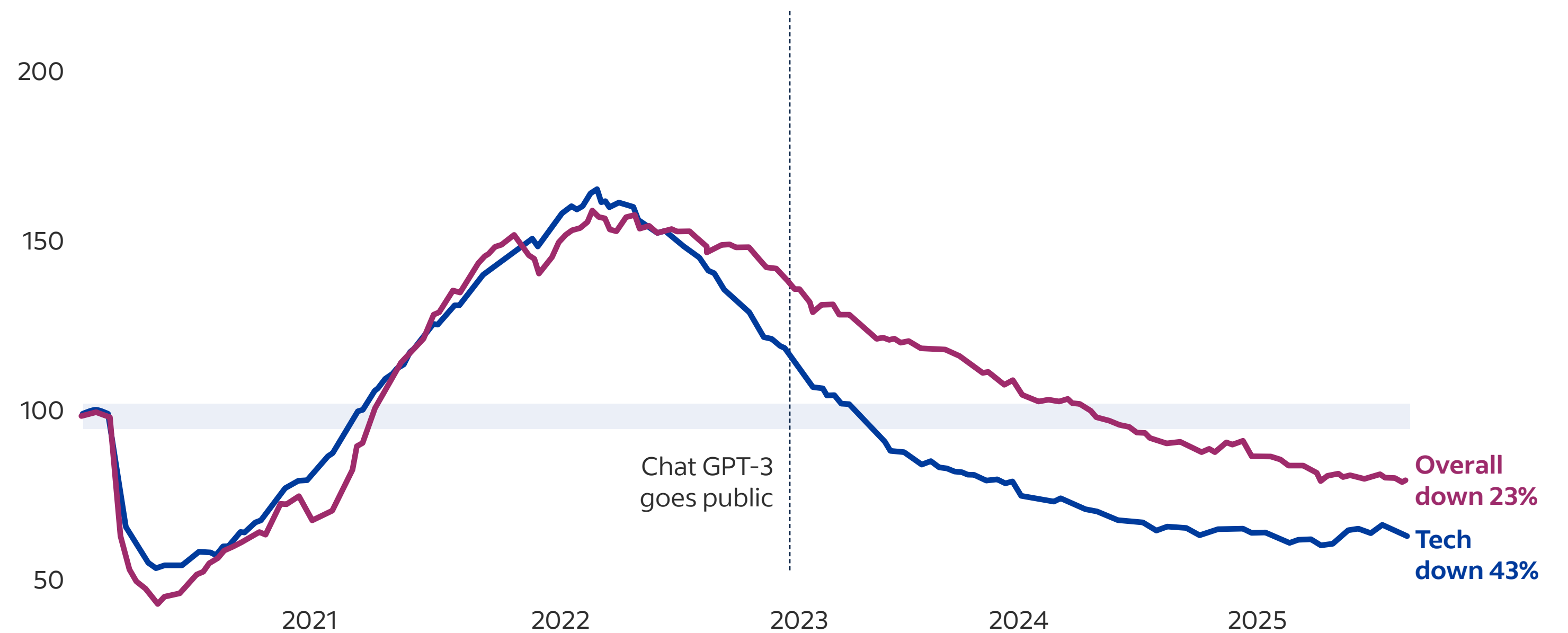


## The hiring squeeze and rise of AI

What began as a cyclical downturn in tech hiring may now be entering a new phase—one shaped by the rise of AI and increased requirements.

Following a sharp post-pandemic drop, tech job postings on Indeed have remained weak since mid-2023. As of September 2025, postings were down 43% compared to early 2020 levels. Some analysts point to a correction after the previous hiring surge, while others suggest artificial intelligence (AI) may be tempering the demand for tech talent.

UK tech job postings have gone from boom to bust  
UK job posting index (Feb-2020 = 100)



Indeed data showing the trend in UK total and tech job postings between February 2020 and September 2025, both series index to equal 100 in February 2020. Tech job postings more than doubled through early 2022, but have fully retreated since, down 43% from their pre-pandemic level as of September 19, 2025.

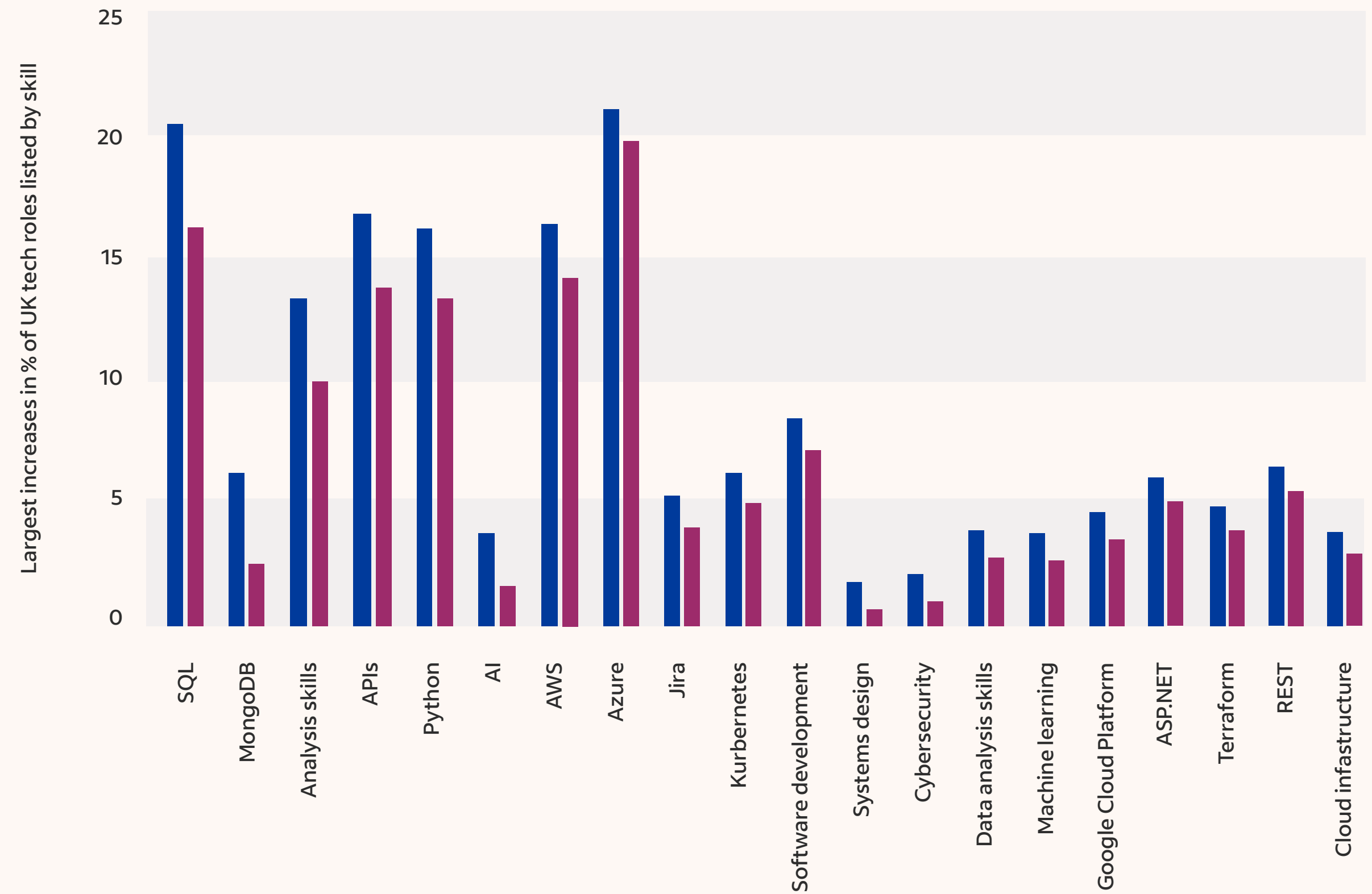
## In-demand tech skills

AI and data skills are now essential, layered onto a strongly Microsoft-anchored stack (Azure, C#, .NET/.NET Core). Cloud-native delivery now underpins much of today's tech infrastructure, driving a broader shift toward integration over monolithic systems. APIs and REST rank high and continue to grow, reflecting the move toward microservices and interoperability. Rising cybersecurity postings also underscore the industry's sustained focus on protecting systems and data.

Spotlight | UK

## Largest increases in % of tech jobs listed in 2024 vs. 2025

● Jan 1–Jun 1, 2024 ● Jan 1–Jun 1, 2025



## Tech talent shortages

For many roles, employers are flooded with applications. But in several key technologies, there's a stark shortage of qualified talent. The adjacent chart highlights the technologies with the greatest gaps between available talent and job postings. Skills like .NET Core, Vue.js and Terraform appear far less often on resumes than in job ads.

When hiring for roles where there is not enough talent available, employers should consider two strategies. The first is to understand what highly sought-after tech talent are looking for and develop a targeted recruitment campaign that addresses their requirements. The second is to identify both internal and external candidates who can be upskilled quickly. However, many talent acquisition leaders express concern that their recruiters may lack the technical understanding—particularly around platforms and programming languages—to identify upskillable talent effectively.

### Today's toughest-to-fill technology skills

Tech skills in high demand but rarely listed by candidates

- |                         |                       |
|-------------------------|-----------------------|
| 1 .NET Core             | 16 .NET               |
| 2 Vue.js                | 17 React              |
| 3 Terraform             | 18 REST               |
| 4 Google Cloud Platform | 19 APIs               |
| 5 Kubernetes            | 20 Docker             |
| 6 TypeScript            | 21 Cloud architecture |
| 7 Cloud infrastructure  | 22 C#                 |
| 8 Angular               | 23 Spark              |
| 9 ASP.NET               | 24 Data pipeline      |
| 10 Kafka                | 25 Node.js            |
| 11 MongoDB              | 26 OOP                |
| 12 NoSQL                | 27 GitLab             |
| 13 Azure                | 28 Intune             |
| 14 AWS                  | 29 IT                 |
| 15 Ansible              | 30 Bash (Unix shell)  |

### Common skill clusters

#### Candidates with .NET Core skills also tend to be skilled in:

- |                      |                       |
|----------------------|-----------------------|
| C#                   | Software development  |
| .NET                 | ASP.NET               |
| JavaScript           | Agile                 |
| SQL                  | MVC                   |
| APIs                 | REST                  |
| Microsoft SQL Server | Angular               |
| HTML                 | Entity Framework      |
| Azure                | React                 |
| CSS                  | jQuery                |
| Git                  | Front-end development |

#### Candidates with Vue.js skills also tend to be skilled in:

- |                       |                      |
|-----------------------|----------------------|
| JavaScript            | PHP                  |
| CSS                   | Python               |
| HTML                  | GitHub               |
| APIs                  | Agile                |
| Git                   | Software development |
| React                 | TypeScript           |
| Front-end development | REST                 |
| MySQL                 | AWS                  |
| SQL                   | jQuery               |
| Node.js               | Docker               |

## How AI is reshaping tech jobs

---

GenAI has significantly impacted technical roles by introducing new skill requirements and transforming existing responsibilities beyond traditional coding to include new skills like prompt engineering and AI integration. Technical professionals are now expected to understand how to effectively use AI tools and work alongside AI systems, ensuring its useful and responsible application in complex environments. This includes strengthening data analysis functions and supporting digital transformation initiatives.

### Where are companies deploying tech talent after a restructure?

#### Top 4 reassignments:

- Cybersecurity
- Automation and internal tools
- Data science
- Digital transformation

## Reshaping work through AI

Across roles, GenAI is shifting tech work from execution to orchestration. Teams report significant automation and throughput gains, while experts move up-stack into architecture, integration, and oversight. “Technical” work is broadening as non-specialists use AI to analyze data and prototype solutions, heightening the need for AI literacy, review discipline, and continuous learning. Adoption remains uneven, and leaders must address job-security concerns with clear reskilling pathways and governance.<sup>2</sup>

“

Instead of spending hours on repetitive tasks, I’m now focused more on interpreting AI results, fine-tuning models, and figuring out how to use AI insights to solve problems.”

“

Engineers are now expected to understand and apply GenAI tools even if they are not AI experts.”



# Job seeker attitudes

---

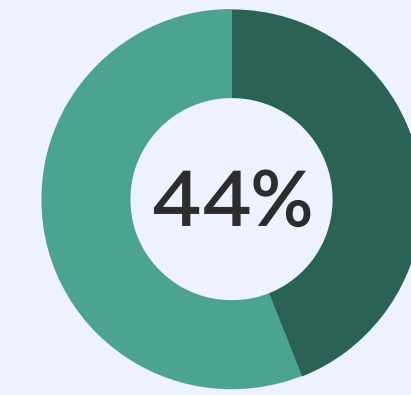
While confidence in the industry has dipped, most tech professionals aren't overly concerned about layoffs but younger workers are more concerned about AI replacing their job. Many tech workers remain open to new opportunities, driven by a mix of practical and personal motivators—top among them are better pay, benefits, growth, and flexibility. More experienced workers and those in high-demand roles are especially focused on work-life balance and remote options.



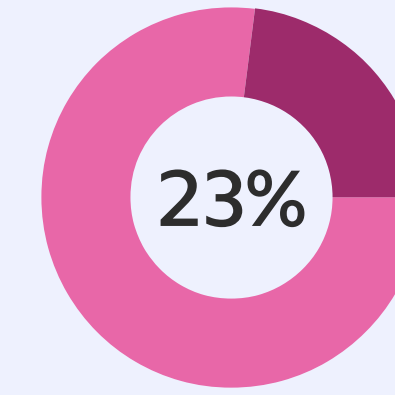
## Concerns over layoffs vs. AI

While Glassdoor did observe an overall decline in optimism for the tech industry,<sup>3</sup> most tech workers aren't currently losing sleep over job security. Just 33% say they're concerned about layoffs, and fewer than half (44%) would consider looking for a new job if their company had layoffs that didn't directly impact them.<sup>4</sup>

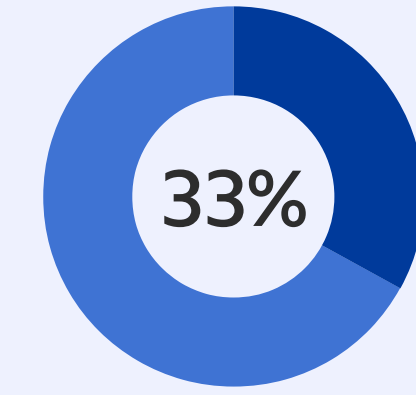
### Employee concern over layoffs



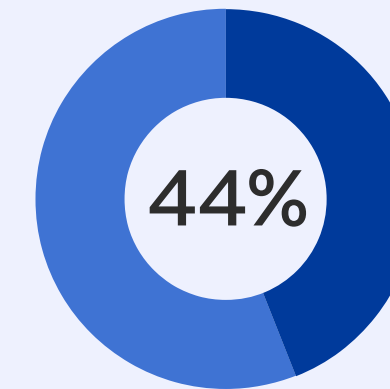
Not concerned



Neutral



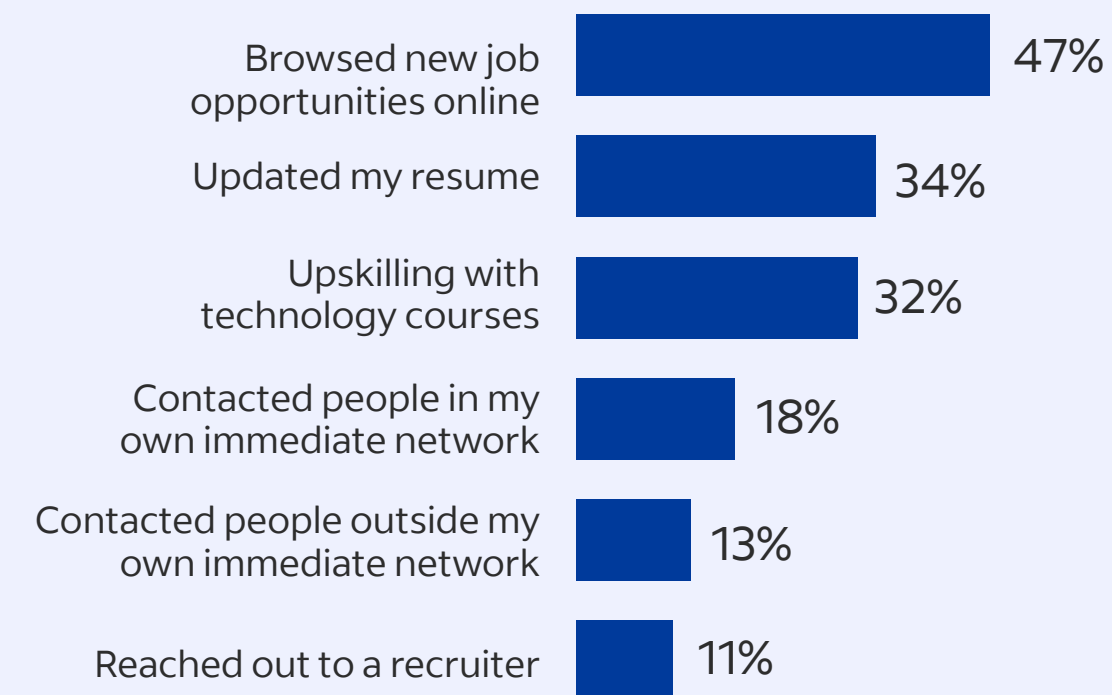
Concerned



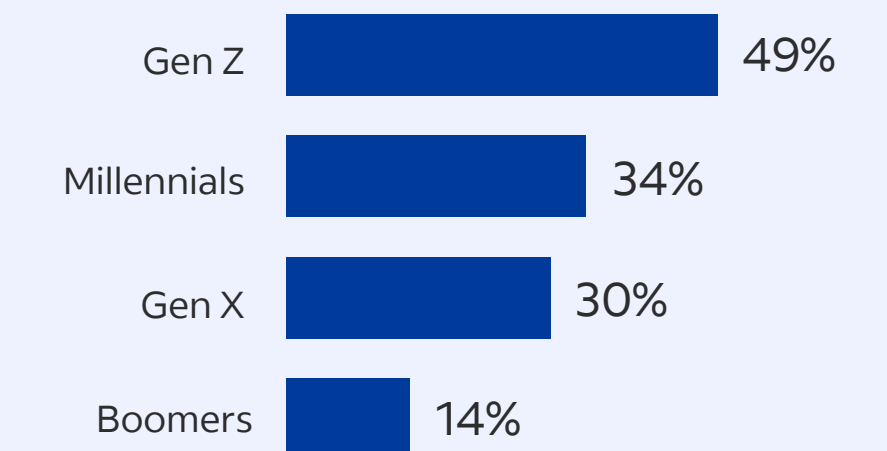
Likely

If your company were to lay off, but you were not affected, how likely is it that you would start looking for roles at other companies?

### Actions taken due to concerns about layoffs



### Concerned AI may take over their role



<sup>3</sup> Glassdoor data

<sup>4</sup> 2025 Tech Talent Survey, YouGov

## Motivators to move on

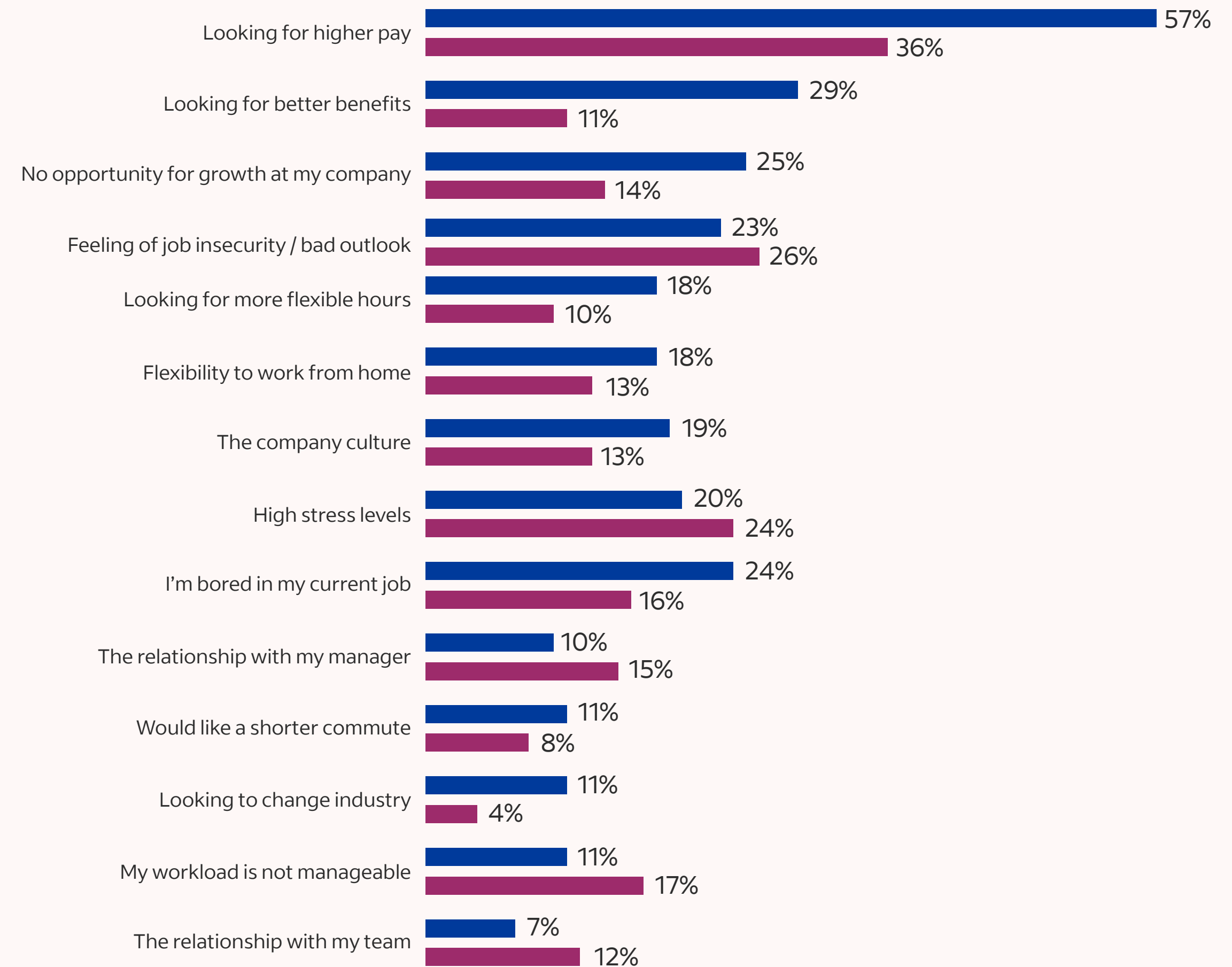
To attract top tech talent, recruiters need more than just a polished job description—they need to understand what truly drives candidates’ decisions. Knowing what motivates tech job seekers helps tailor outreach, craft better offers, and build roles that resonate in a competitive market.

Our survey found that better pay, better benefits, opportunity for growth and job flexibility were the top motivations for UK tech talent to seek out new roles. Job insecurity and high stress equally motivate talent to seek a new position.

### Motivators for seeking a new role

Employed and active / passive seeker vs. not open to new role

● Seekers ● Non-seekers





# Job seeker activities

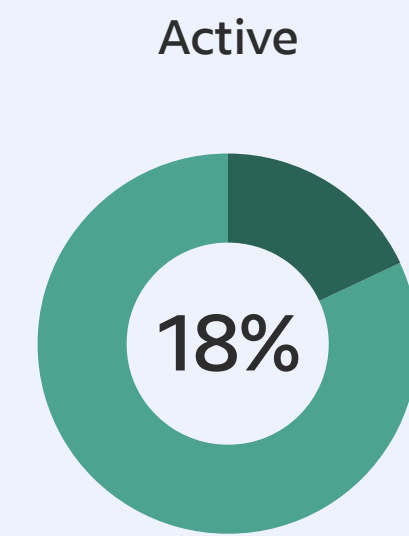
---

Tech workers are largely passive in their searches—open to new roles but less inclined to take active steps—while often bypassing recruiters to conduct their own research before applying. Less experienced talent is more active, whereas seasoned professionals are less open to new opportunities, making it harder for employers to secure the skills they need.



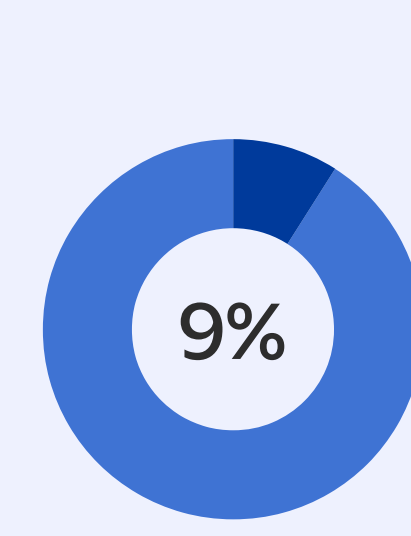
## Passive job searching

Only about one in five UK tech workers are actively seeking a new role, most of them younger or with less than five years of experience. Older and more experienced professionals are the least likely to be open to new opportunities.



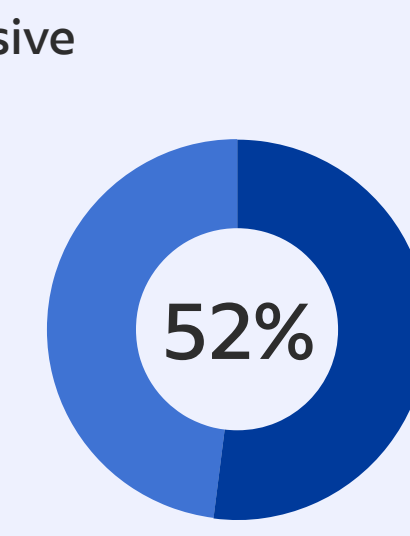
**I am currently actively looking for a new job**  
(e.g. browsing online job sites, submitting applications, interviewing, etc.)

**Significantly higher among:**  
Age 18-24 / Gen Z  
5+ years experience  
Recently unemployed



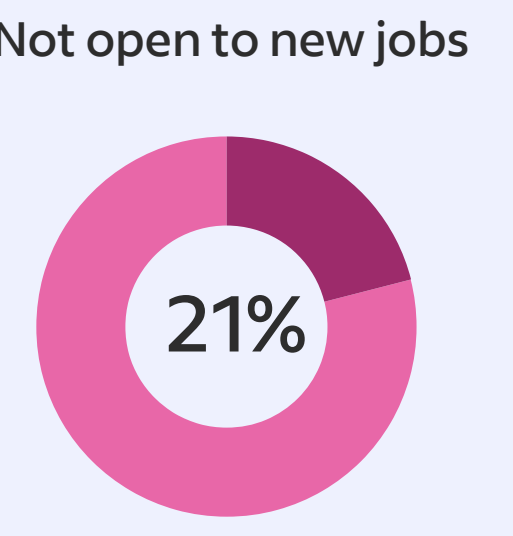
**I am looking for a new job, but have not actively taken steps to find one yet**

**Significantly higher among:**  
None



**I'm not currently looking for a new job, but I would be open to considering a new job if the right opportunity came along**

**Significantly higher among:**  
Age 25+



**I'm not looking for a new job and wouldn't consider new job opportunities**

**Significantly higher among:**  
Gen X / Baby boomers  
5+ years experience

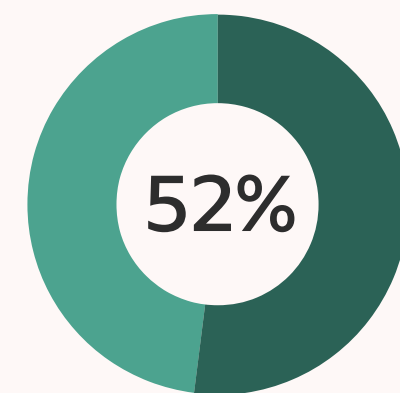
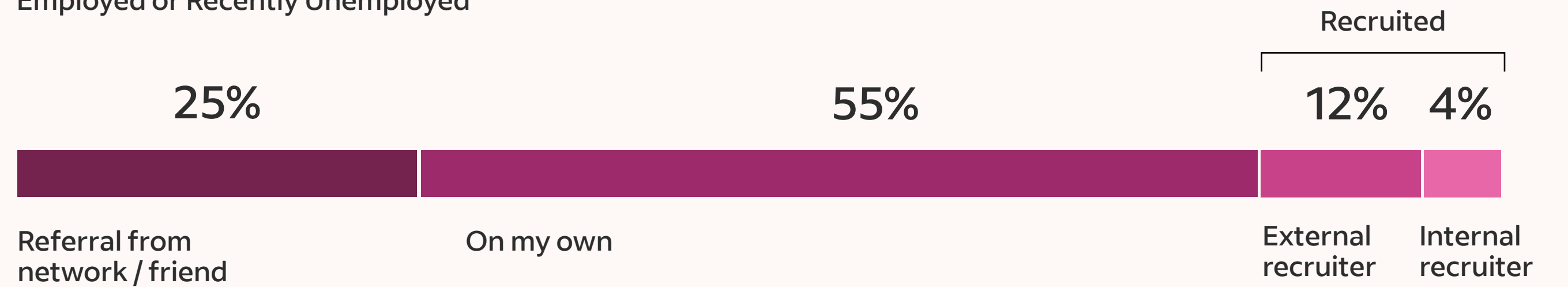
## Going it alone on the search

Tech workers are selective about the positions they apply to and are in full command of their own job searches. They tend to apply directly to prospective employers, without the help of recruiters. In fact, only about 16% landed their current roles through proactive recruiter outreach.<sup>5</sup>

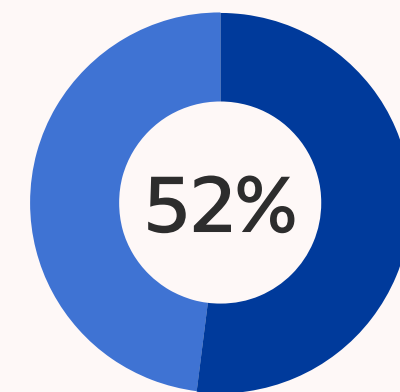
Recruiter conversations are most successful when the recruiter shows they've researched their background. For employers, crafting good job descriptions is of critical importance.

### Role of recruiter

#### Source of current / most recent position Employed or Recently Unemployed

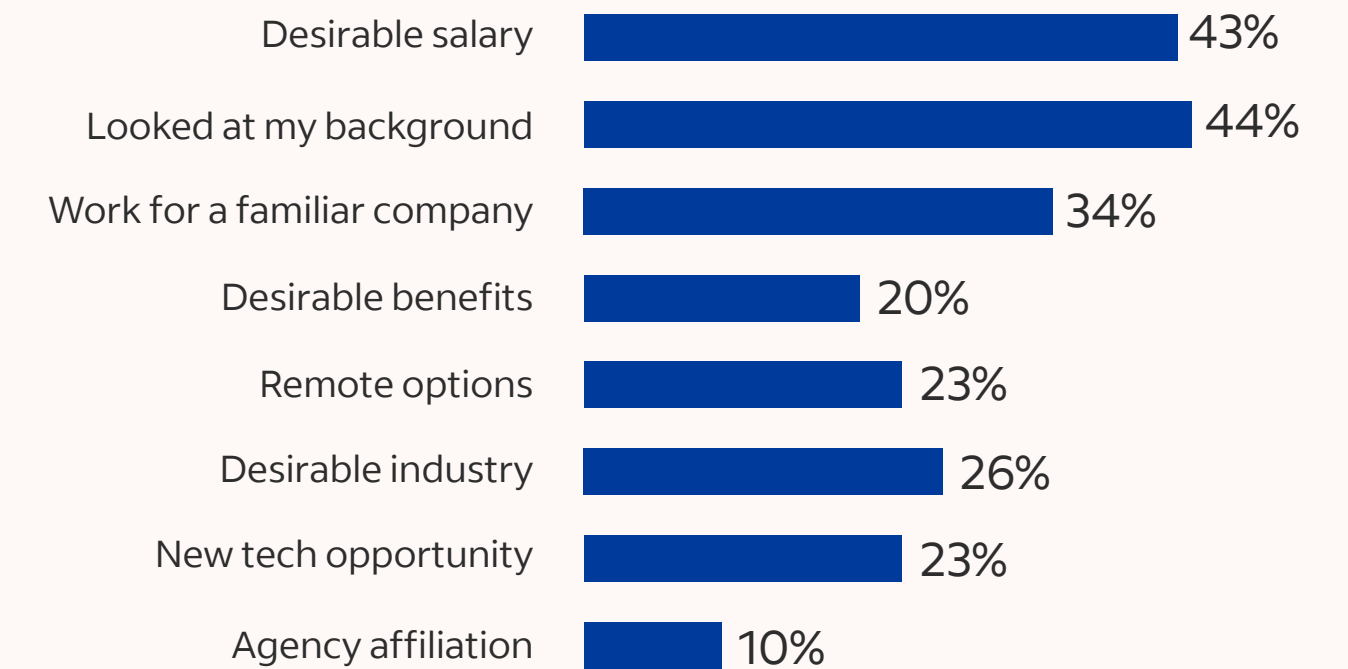


Recruiter has reached out in the past year



Had conversations to hear more about the job

#### Reason for responding to recruiter



## JOB SEEKER ACTIVITIES

### Tech workers do their homework

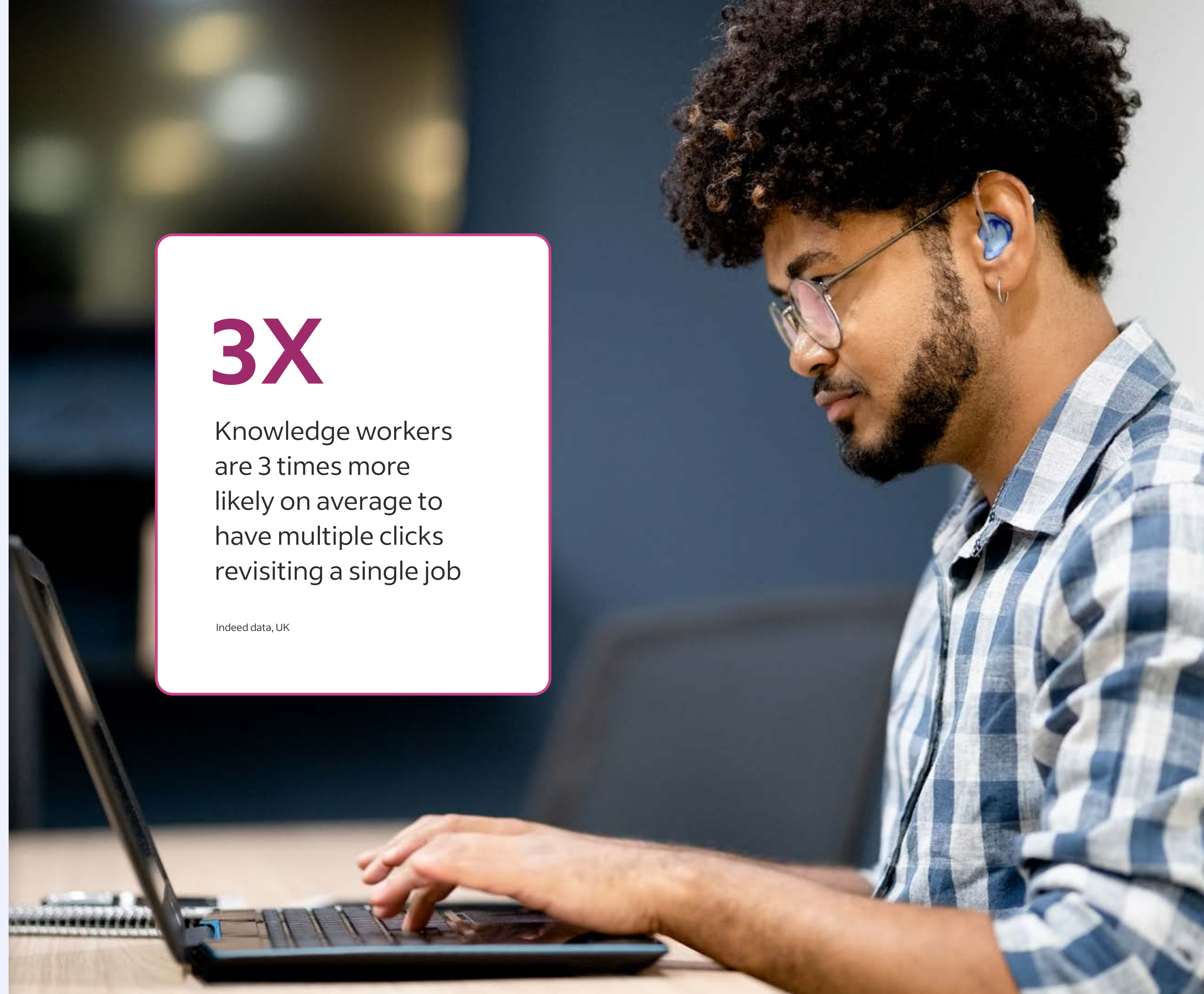
Compared to other job seekers, knowledge workers typically do more research before submitting an application. They browse job listings, save them and revisit them, visiting multiple platforms over time, rather than applying immediately.

UK job seekers research employers across a variety of platforms, including a company's career site, LinkedIn, Indeed, Glassdoor, and their own networks.<sup>6</sup>

# 3X

Knowledge workers are 3 times more likely on average to have multiple clicks revisiting a single job

Indeed data, UK





# Attracting tech workers

---

Understanding what matters to tech talent is essential for attracting the right candidates. While salary and benefits lead, employee happiness ranks third. Career growth, bonus pay, and stock options are especially valued, with in-demand tech talent placing more weight on mentorship and upskilling. Flexibility and company culture also stand out, highlighting the need for a more holistic approach to employer value.

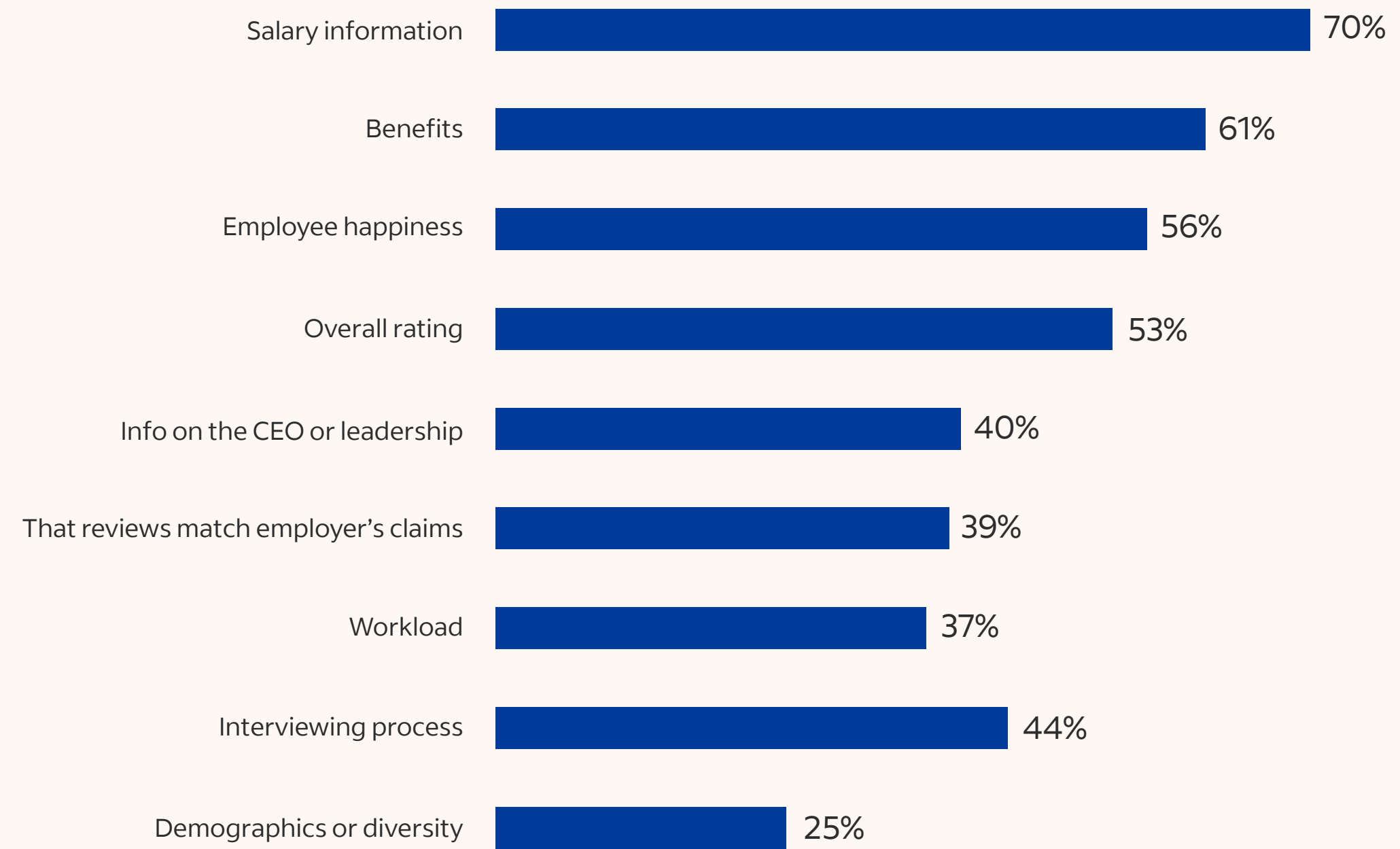


## What do tech workers want?

Now that we've established tech talent's fondness for research, let's dig into what they're actually looking for. After all, understanding what matters most to candidates can help employers better position themselves to attract top talent.

Like their North American counterparts, UK tech workers have salary and benefits top-of-mind when researching job roles. Next, they weigh factors like employee morale and a company's overall reputation, indicating that workplace culture plays a decisive role in how they evaluate potential employers.

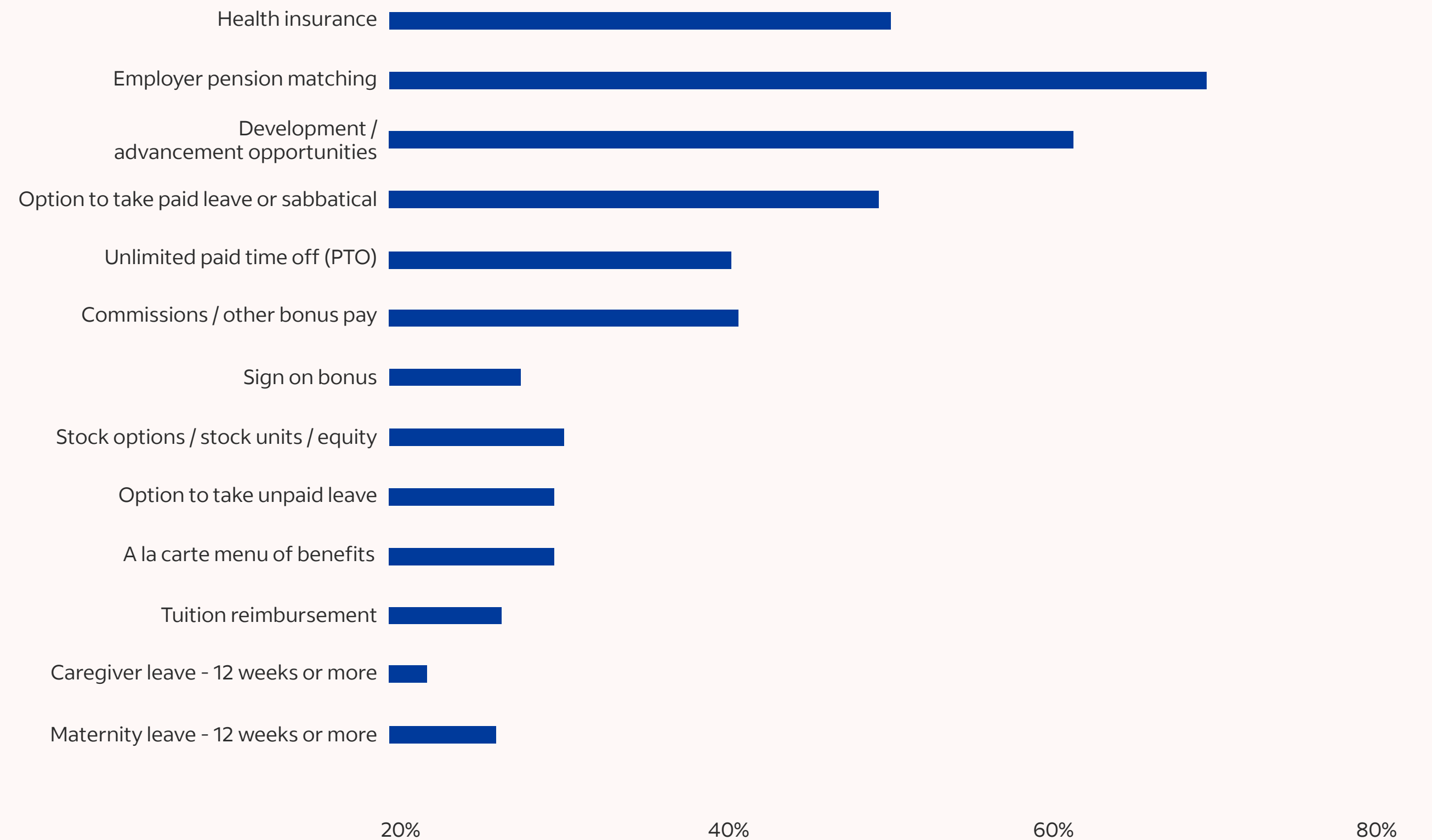
### Type of research conducted Active job seeker (any research)



## Professional benefits that matter

Beyond pension matching, UK tech workers most value professional development or career advancement opportunities and health insurance. Time off and bonus pay are valued as well, with paid leave and commissions cited most often as must-haves.

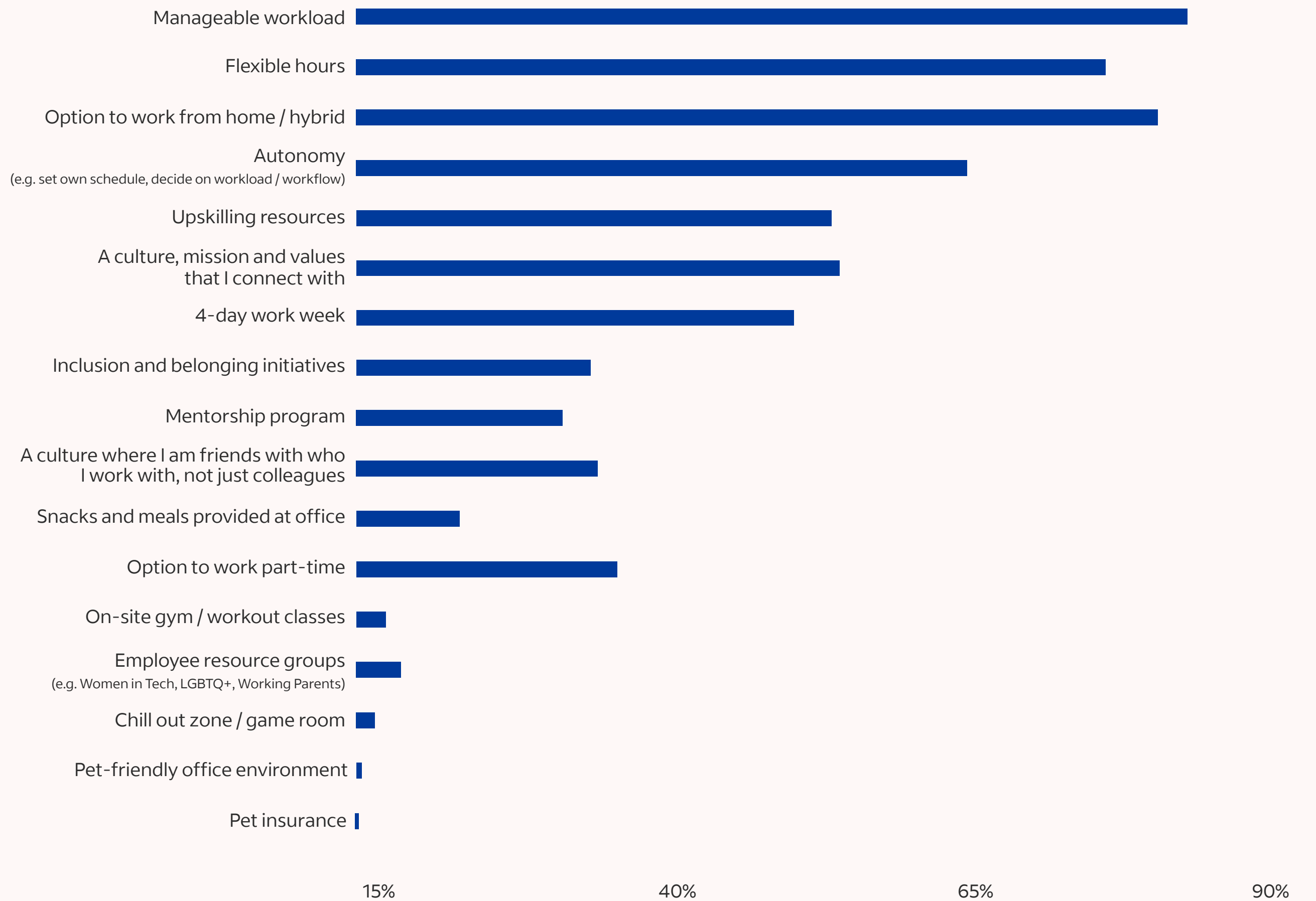
### Professional benefits valued by tech workers



## Personal benefits that matter

Beyond a manageable workload, UK tech workers place the highest value on flexibility, particularly in terms of working hours, location, and scheduling. Company culture ranks among the top considerations, while access to upskilling resources is equally important.

### Personal benefits valued by tech workers





# Retaining tech workers

---

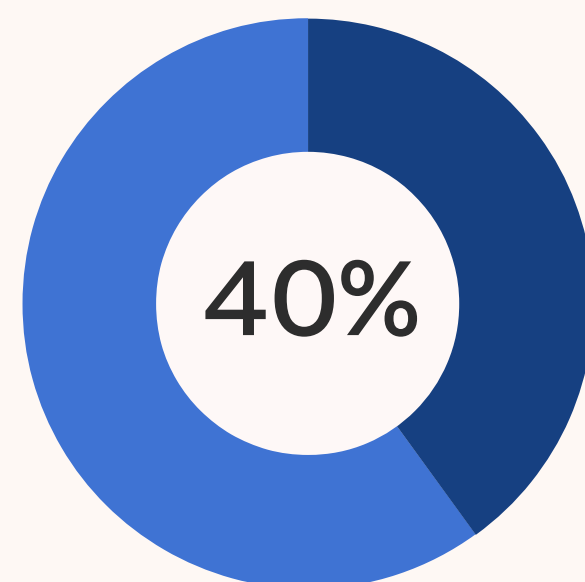
Tech workers are more likely to remain with companies that offer internal mobility, supportive management, and a strong culture of wellbeing. High-performing organisations stand out by investing in employee growth through upskilling—an area where tech professionals show strong engagement. Companies that prioritise development, support, and culture are not only more likely to retain their talent, but also tend to outperform their peers.



## What drives tech talent retention

Understanding what motivates employees to stay is key to building a stable, committed workforce. When tech workers are ready to move forward in their careers, they're more likely to seek an internal position when the company is performing well, prioritises employee wellbeing, offers upskilling, and has supportive managers.

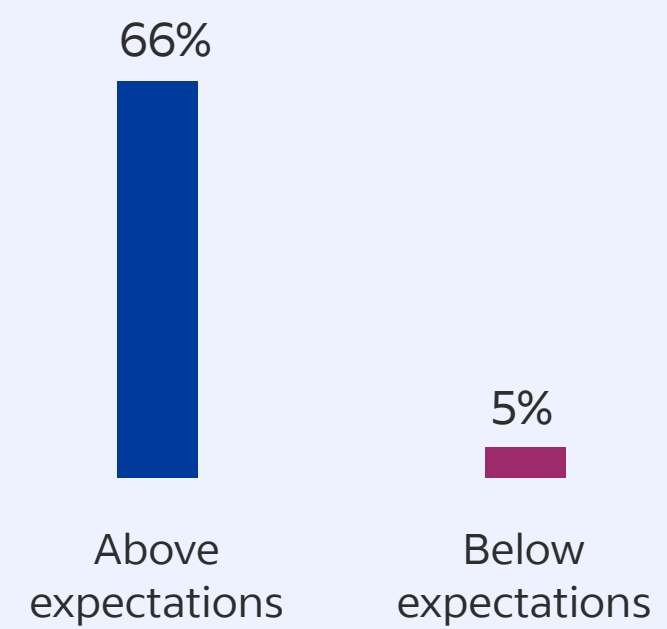
Likelihood next job will be at current company



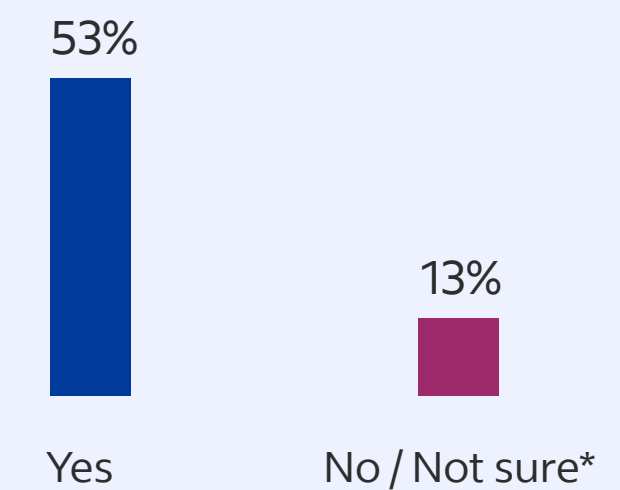
## Likelihood next job will be at current company by company performance, access to upskilling, and company culture

Employed and actively seeking new job

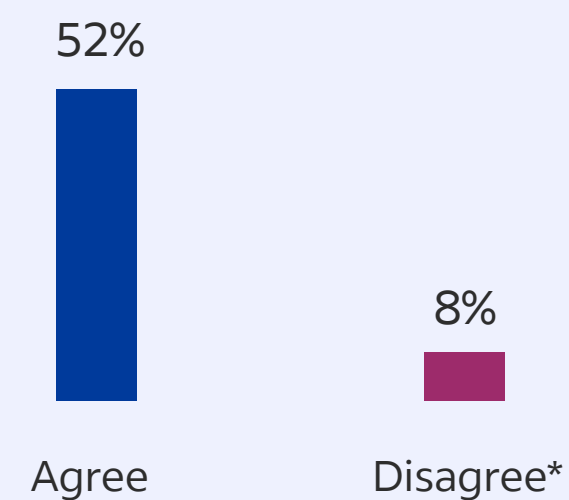
Company's past 12 months' performance\*



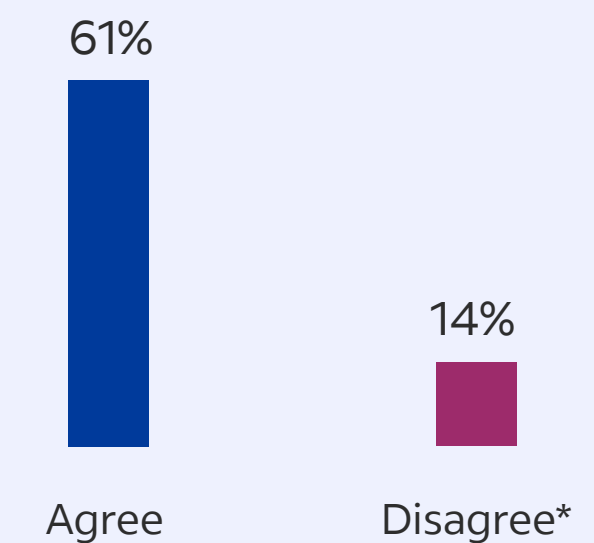
Company offers upskilling / training



Felt supported by my manager



Company prioritizes my wellbeing



2025 Tech Talent Survey, YouGov  
 Questions: What is the likelihood that your next job or role will be at your current company? Which of the following upskilling or training programs are offered by your current / most recent company? How much do you agree or disagree with the following statements regarding your current / most recent employer? \*Caution: Small sample size (n<50).

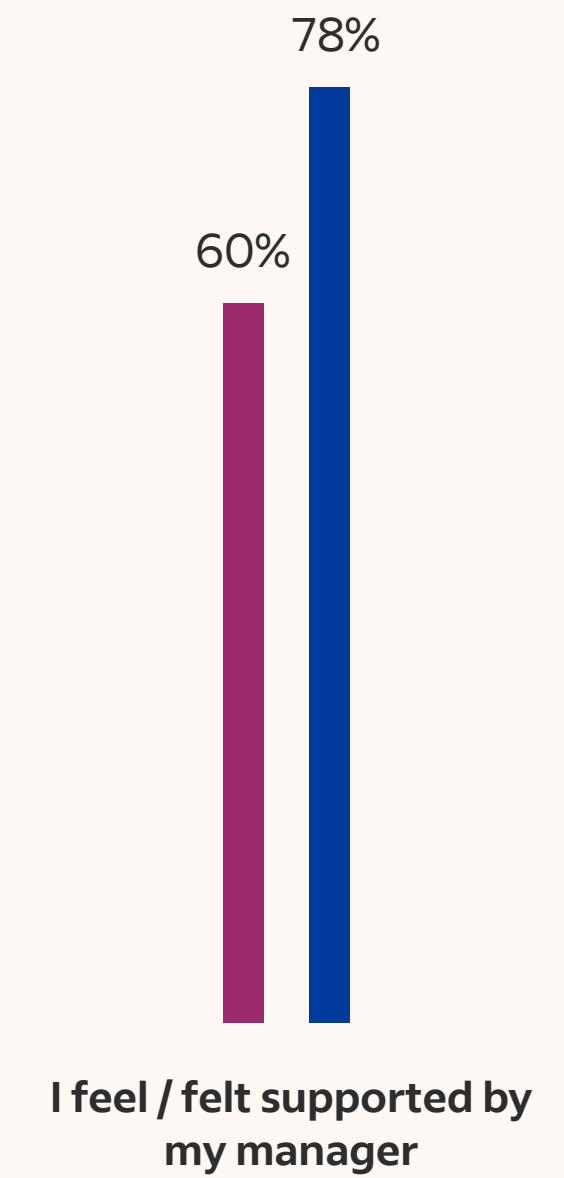
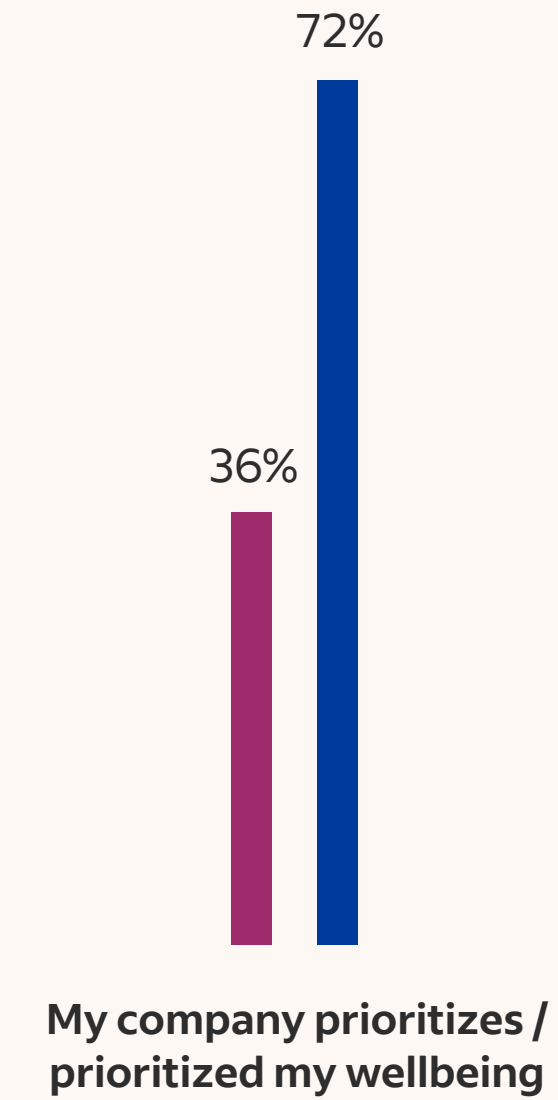
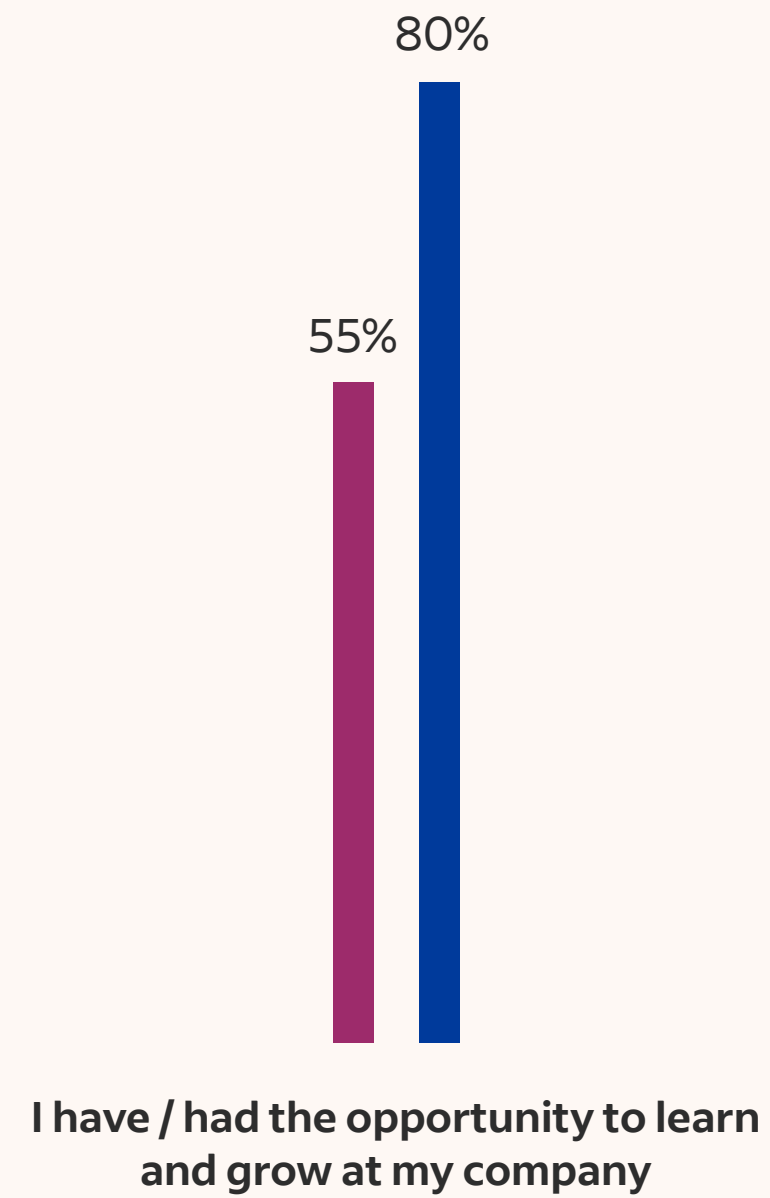
## How high-performing companies stay ahead

As technology and its applications evolve at a rapid pace, we explored how top-performing companies are navigating the shift. Organisations exceeding revenue expectations are not only planning for future talent needs—they're already executing. These companies offer more growth opportunities, invest in upskilling, and actively encourage employees to participate. Just as importantly, they focus on fostering a best-in-class culture that prioritises employee wellbeing. In other words, they offer workers more reasons to stay.

### Employee sentiment by company performance

A comparison of survey respondents who reported their company being ahead of vs. behind business performance expectations

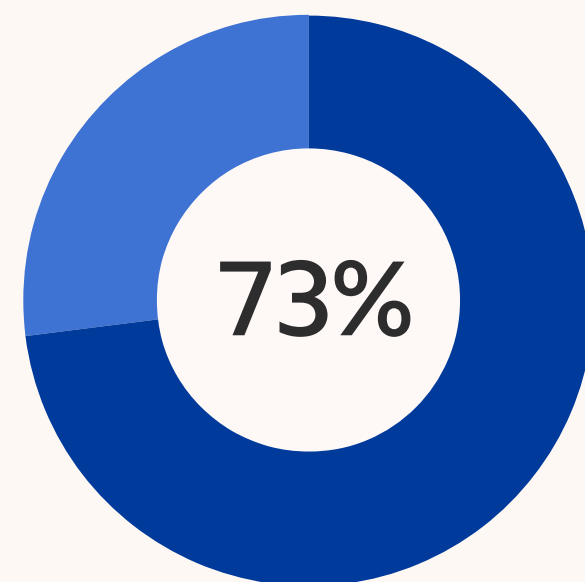
● Below expectations ● Above expectations



## High uptake for tech upskilling

Tech workers value professional growth, with most taking advantage of their company's upskilling opportunities, particularly technical courses. An effective retention strategy should definitely include training and professional development.

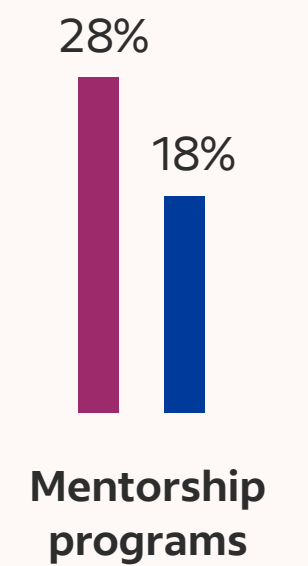
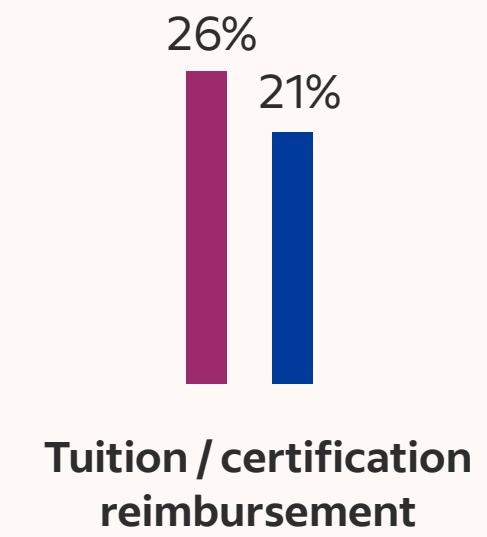
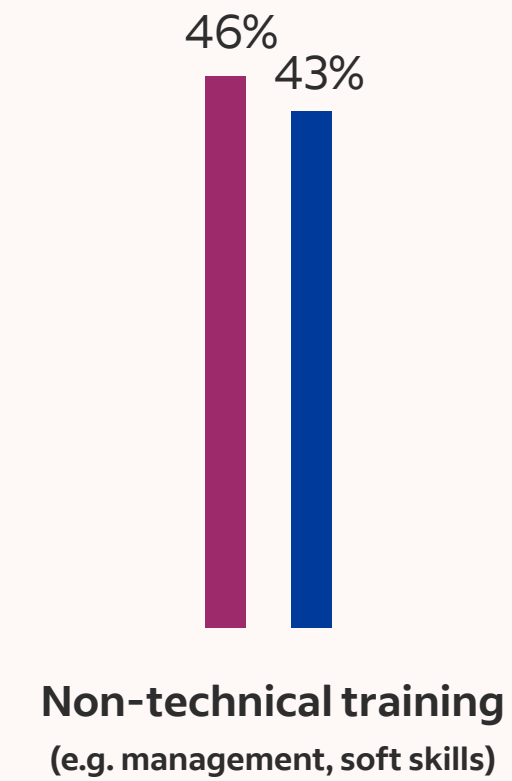
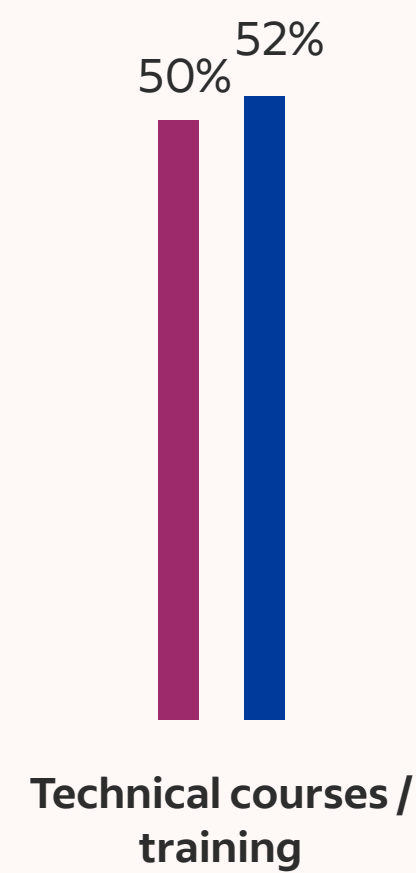
Company offers any upskilling / training



### Upskilling / Training

Tech workers are most likely to take advantage of technical training courses when offered

● Offered by employer ● Used, if offered



## Value for employers

While investing in the benefits that matter to tech workers might feel costly, research shows it pays off. Companies that had stronger business performance offered upskilling at much higher rates than those with weaker business performance.

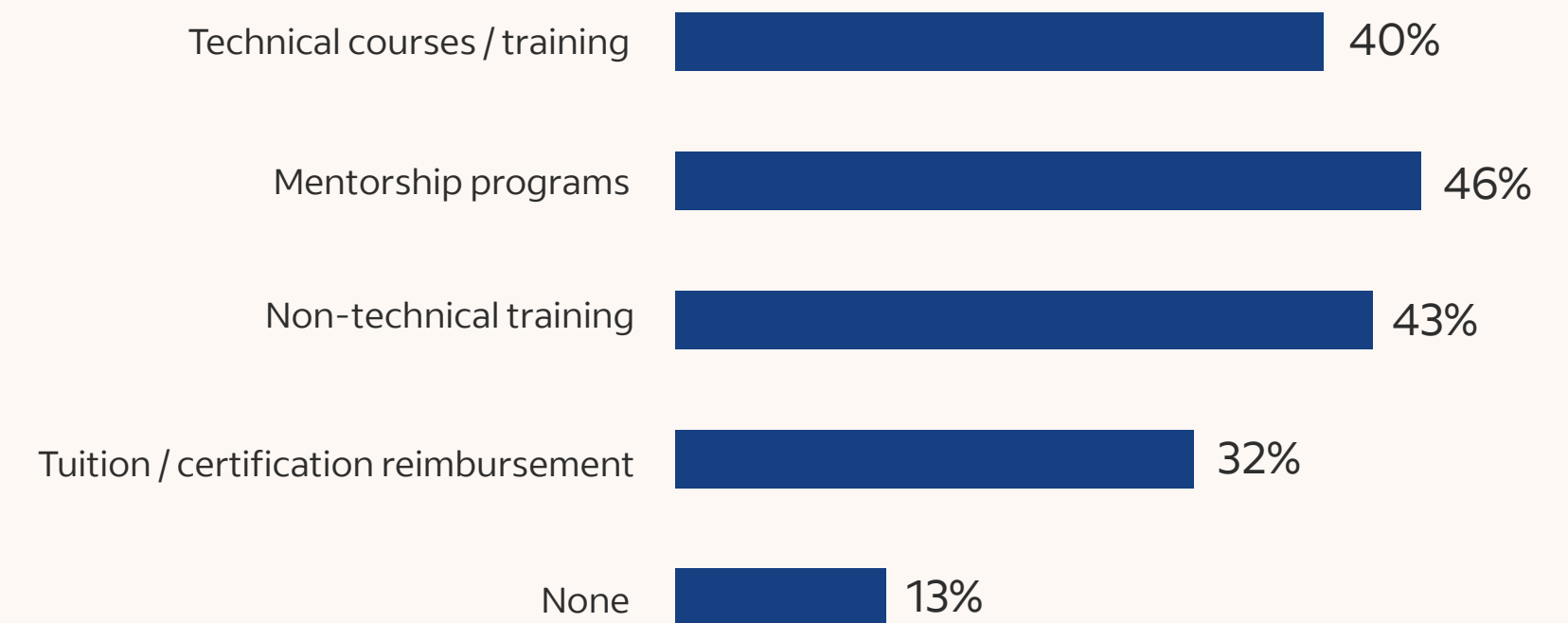
Stronger-performing businesses tend to hire tech talent with more of a growth mindset. Beyond what's offered by their employers, they also invest in upskilling and training opportunities for their own career development outside of work.

Tech talent at stronger-performing businesses participated outside of work

**27%**  
more often in  
technical courses

**6.3X**  
more often in  
mentorship

## Stronger business performance by type of upskilling / training offered



# Mastering the new realities of tech hiring

---



## Conclusion

---

The tech hiring environment is changing quickly. What started as a market correction is now shaped by deeper shifts, including the rise of AI, tighter experience requirements, and evolving candidate priorities. At the same time, tech professionals remain selective, research-driven, and more passive in their job searches. Employers must adapt by rethinking how they attract, assess, and engage talent.

This year's data reveals a growing mismatch between job requirements and candidate qualifications. Early-career professionals, facing fewer opportunities, are applying more broadly — often to roles that aren't a strong fit. That makes efficient, accurate matching more important than ever. With fewer candidates actively searching, outreach matters too. Employers need to meet talent where they are, and a strong employer brand can help convert experienced professionals who aren't easily moved. In hard-to-fill roles, identifying common skill pairings can also reveal which candidates are most likely to succeed with targeted upskilling.

**With over 650,000 UK workers searching for tech jobs on our platform every month, Indeed gives employers access to a deep pool of quality candidates.<sup>7</sup> Our suite of hiring solutions helps talent teams identify relevant skills, find strong matches, streamline their processes, and make great hires faster. Alongside these tools, our leadership in the industry enables us to provide unique data and insights to help employers stay ahead of shifting trends and talent expectations.**

Although the future remains uncertain, one thing is clear: employers who lean into smarter, insight-driven hiring strategies and meet tech talent on their terms will be far better positioned to succeed in the hiring landscape of today and tomorrow.

<sup>7</sup> Indeed data, UK



The information in this document is provided as a courtesy and for informational purposes only. Indeed is not a legal advisor.

This document is subject to copyright owned by Indeed, Inc. Any use, alteration, reproduction, retransmissions, republication, in whole or in part, of all or part of the present document without Indeed's written consent is expressly prohibited. Indeed disclaims any liability from the use or application of the information contained herein or from the interpretations thereof. Copyright © 2025 Indeed, Inc. All rights reserved.