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## Middle East Human Capital Trends 2025

# AI is revolutionizing work. You need a human value proposition for the age of AI

**Artificial intelligence is reshaping work and the worker-employer value proposition. How can organizations create an EVP that makes AI a friend rather than a foe?**

*Hassan Rimmani*

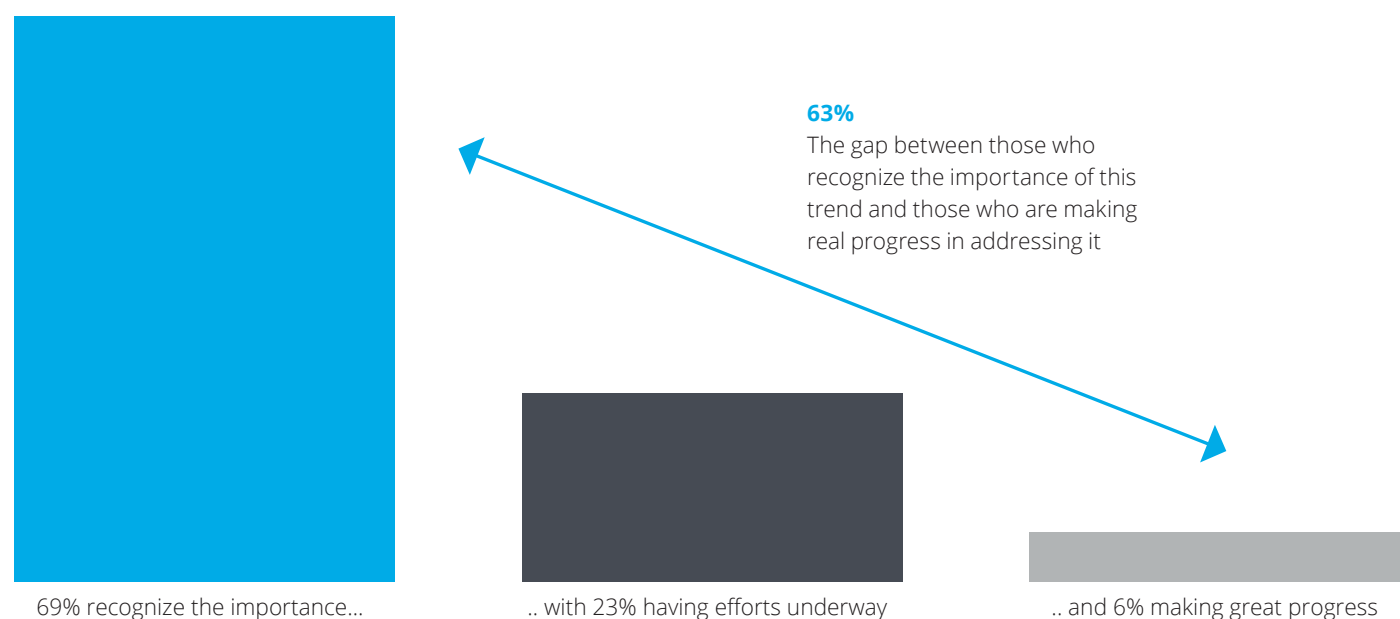
As artificial intelligence reshapes how work is done, the employee-employer relationship must evolve in parallel. In the Middle East and beyond, organizations are asking: how do we harness the power of AI while strengthening the human experience of work?

Too often, AI is viewed solely as a tool for automating routine tasks. Yet its true potential lies in augmentation—in supporting humans to do more meaningful, strategic work. Deloitte's 2025 Global Human Capital Trends report shows that six in ten workers already view AI as a coworker. In this context, organizations must craft a human value proposition that positions AI not as a threat, but as a partner.

A modern employee value proposition (EVP)—sometimes called a human or workforce value proposition—must reflect how AI is integrated into people's daily work. This means acknowledging both the opportunities and the challenges it introduces: new learning curves, blurred role boundaries, and evolving performance expectations. A future-fit EVP should answer one core question: how do we make AI work for people, not *instead* of them?

**Organizations say reinventing their EVP to reflect increased human and machine collaboration is important, but few are making great progress**

Percentage of respondents answering the questions: "How important is reinventing the EVP to reflect increased human-machine collaboration?" and "Where is your organization on its journey to address this issue?"



Source: Analysis of Deloitte's 2025 Global Human Capital Trends survey data.

### Why this matters now

People are central to AI's success. The value of the technology depends on employee trust, adoption, and creativity. Organizations must design human-AI collaboration in a way that enables—not erodes—motivation, autonomy, and skill-building.

In the GCC, governments and organizations are leading in AI investment and ambition. However, realizing the return on this investment will require people strategies that match the scale of the technological transformation.

### What a Human-AI EVP can offer

Organizations that want to unlock AI's full potential must design EVPs that reflect the lived realities of AI-integrated work. Five principles stand out:

- **Task elevation:** AI can be used to offload repetitive and administrative tasks, enabling employees to focus on judgment-intensive, creative, and interpersonal responsibilities. For example, automating reporting or data entry frees knowledge workers to engage in deeper analysis and innovation—transforming roles from transactional to transformational.
- **Role clarity:** As AI capabilities expand, it becomes essential to define the boundaries between what AI systems are responsible for and what humans own. This not only builds trust but ensures accountability. Documenting where AI supports vs. leads a process allows workers to understand their evolving role and maintain a sense of purpose.
- **Human-AI collaboration:** AI should be introduced as a teammate, not a tool. Embedding it into workflows to enhance—not replace—collaboration fosters shared ownership and collective problem-solving. For instance, using AI to summarize meeting notes or recommend project next steps can boost cross-team coordination without eroding human contribution.
- **Continuous learning:** AI can accelerate learning by identifying skill gaps, personalizing development pathways, and delivering real-time feedback. Equipping employees to learn with AI ensures they remain confident and capable as roles evolve. Encouraging exploration and experimentation helps create a culture where people grow alongside machines.
- **Empowered autonomy:** Workers need agency within AI-enabled structures. This means providing the freedom to question, override, or refine AI outputs when necessary, preserving human judgment. When people can actively shape how they work with AI, they are more likely to trust and engage with it—and to innovate on top of it.

### AI-enabled, people-first: The Middle East experience

Across the UAE, Saudi Arabia, and Qatar, AI is being deployed not just to drive efficiency, but to elevate the workforce experience. Below are examples of how leading organizations are embedding AI within a broader human-centered strategy.

#### Enhanced decision-making

The Dubai Electricity and Water Authority (DEWA) is pursuing a bold ambition: to become the world's first AI-native utility. Its roadmap integrates AI across all operations—from administrative streamlining to real-time decision-making. Crucially, DEWA is also investing in upskilling its workforce, ensuring employees are equipped to work confidently and effectively with AI tools. By pairing tech transformation with targeted capability building, DEWA is positioning AI as a catalyst for human empowerment, not displacement<sup>3</sup>.

#### Future-facing talent

Saudi Telecom Company (STC) is leveraging generative AI through its partnership with Cohere to create new customer experiences and internal efficiencies. But it is not just about the technology. STC's approach emphasizes collaboration between AI and employees, aiming to enhance—not replace—human contributions. This people-first framing supports internal adoption and enables a more strategic deployment of AI in customer engagement and product development<sup>4</sup>.

#### Personalized experience

Qatar Airways is redefining digital service through tools like Sama 2.0—a holographic AI assistant—and generative AI travel planning platforms. These technologies enhance the customer journey while also offering new ways for staff to interact with and learn from advanced systems. Employees are no longer limited to fixed roles; they become curators of personalized experiences, with AI supporting richer, more responsive interactions<sup>5</sup>.



### Conclusion: Designing the Human-AI relationship for resilience and growth

The rise of AI presents not only a technological challenge but a human one. As AI becomes more embedded in work processes, the relationship between organizations and their employees must evolve in tandem.

The GCC has shown that it is possible to lead with both ambition and empathy—investing in AI while designing people-first practices that help talent adapt, grow, and thrive. What the examples of DEWA, STC, and Qatar Airways show is that the most effective deployments of AI are those that are intentional, inclusive, and grounded in a strong human value proposition.

To thrive in an AI-enabled future, organizations should:

- Reimagine roles and responsibilities to reflect the realities of human-machine collaboration.
- Empower workers with the tools, training, and clarity needed to embrace change.
- Build cultures of trust, flexibility, and continuous development—where AI supports human potential, not substitutes it.

In the age of AI, readiness is not just technical—it is emotional, relational, and strategic. Organizations that center their EVP on this truth will be better positioned to attract, retain, and energize their people—and to build workforces that are not just digitally fluent, but fully future-ready.

### Research methodology

The survey for the Deloitte 2025 Global Human Capital Trends report polled nearly 10,000 business and human resources leaders across many industries and sectors in 93 countries, including across the Middle East region. In addition to the broad, global survey that provides the foundational data for the Global Human Capital Trends report, Deloitte supplemented its research this year with worker-, manager- and executive-specific surveys to uncover where there may be gaps between leader and manager perception and worker realities. The survey data is complemented by more than 25 interviews with executives from some of today's leading organizations. These insights helped shape the trends in this report.

# Endnotes

<sup>1</sup> The GCC AI Pulse (2025): Mapping the Region's Readiness for an AI Driven Future

<https://www.bcg.com/publications/2025/the-gcc-ai-pulse-mapping-the-regions-readiness-for-an-ai-driven-future>

<sup>2</sup> IBM: Reimagine human potential in the generative AI era

<https://www.ibm.com/thought-leadership/institute-business-value/en-us/report/human-potential-genai>

<sup>3</sup> DEWA (2025), DEWA announces roadmap to becoming world's first AI-native utility DEWA announces roadmap to becoming world's first AI-native utility

<sup>4</sup> STC and Cohere partner to advance generative AI innovation in the region

<https://www.stc.com/content/stcgroupwebsite/sa/en/media-center/press-release/press-release-detail.html?id=stc-cohere-partner-advance-generative-ai-innovation>

<sup>5</sup> Economy Middle East (2023): The Future of jobs: How AI will change the work market in Qatar The Future of jobs: How AI will change the work market in Qatar

<sup>6</sup> Qatar Airways (2024), Qatar Airways Showcases New Features of World's First AI Virtual Digital Human Cabin Crew

<https://www.qatarairways.com/press-releases/en-WW/235307-qatar-airways-showcases-new-features-of-world-s-first-ai-virtual-digital-human-cabin-crew>

# Acknowledgements

This report would not have been possible without the phenomenal support and contributions of our Middle East Human Capital team, in particular: **Dara Latinwo, Hassan Rimmani, Asim Mohamed, Dana AlMadbak, Michel Abu Nabhan, Charlie Casella, Saly Wehbe and Osama Alkhayyat**. Each team member's unique skills and perspectives were crucial to the creation of this comprehensive report. Their collective efforts have not only enriched the content but also underscored the collaborative spirit that is essential to understanding and advancing human capital in the Middle East.

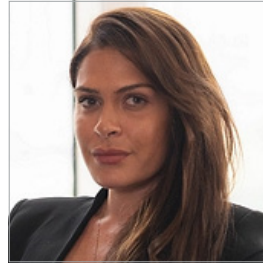
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