Michael Page

Tech Moves Fast – Are Your Hiring Strategies Keeping Up?

Tech professionals are confident, focused and setting higher expectations for their employers in 2025 - they are open to new roles, but only if the offer truly fits.

Salaries are on the rise in tech, and employees are feeling more recognised at work — with many asking for more, from pay to purpose, and getting it. Most people haven't had a promotion in a while – and it's got them thinking more carefully about where they work and why. **It's not just about pay any more. They want purpose, flexibility, and support for their wellbeing.**

The hiring market may have steadied, but competition is still strong. With 84% of tech professionals open to new opportunities, **companies need to do more to stand out.**

That means building trust, showing care, and offering real alignment.

Our Talent Trends Spotlight on Technology, based on a global survey of 2,400 UK-based professionals, highlights **five key trends that define what tech talent wants and expects from their careers**, including rising expectations, selective hiring, evolving job satisfaction, and the growing impact of AI on roles and skills.

These insights reveal what matters most to tech professionals — and how employers can keep up.

Want deeper insights into talent trends?

Explore tech talent insights using the interactive tool.

Talent Trends Spotlight on Technology — At a Glance

1

Hiring and keeping top tech talent isn't getting any easier

- 46% of employers struggle to meet salary expectations.
- Skills shortages and cultural fit are key hurdles.
- Flexibility is now a competitive requirement.

2

From pay to purpose: what's powering job satisfaction in tech

- Job satisfaction climbed to 54%, driven by better pay, flexibility, and recognition.
- Tech offers clearer progression than other sectors.
- Talent wants to learn, grow, and make a difference.

3

Flexibility and satisfaction are high – so why are tech workers staying put?

- 84% are open to new roles, but only 48% are actively looking.
- Stability is becoming more attractive.
- Flexibility and impact drive decisions to move.

4

AI is reshaping tech — are you ready?

- Routine tasks are being automated.
- Human skills like strategy and problem-solving are in demand.
- Talent expects upskilling and meaningful AI integration.

5

More than just a job: what tech professionals are looking for

- Salary still matters — but so do growth, leadership, and culture.
- Many leave for development and global experience.
- Retention requires more than pay.

Want to dive deeper?

In the next pages, you'll find an in-depth look at these five trends plus practical strategies to keep your organisation ahead.

Talent TRENDS **25** driven by Page Insights | Spotlight on **Technology**

1 Hiring and keeping great tech talent isn't getting any easier

Employers face several hiring challenges:

Global   **UK**

Matching salary expectations
- 42%
- 46%

Required skills not available
- 39%
- 38%

Finding applicants who match company culture/fit
- 34%
- 41%

Providing the flexible working arrangements candidates require
- 28%
- 27%

Losing talent to faster moving competitors
- 25%
- 23%

The takeaway? These days, a competitive salary isn't enough. To attract and keep top tech talent, companies need to offer more, such as helping employees find their own sense of meaning in work, a healthy work-life balance, opportunities for growth, and genuine recognition.

That's why we're focused on understanding **what really matters to tech pros today** — so you can act on real insights and fresh ideas that make a difference.

> *What we're seeing is flexibility is now a core differentiator in the fight for technology talent. The disconnect between employer policy and employee preference on where work happens is not just a cultural tension. It is a competitive risk. Businesses that get this right, with clear expectations and a balanced hybrid model, will be better placed to attract, retain and motivate the people they need.*
>
> **James Barrett, Managing Director, Michael Page Technology and Transformation**

James Barrett
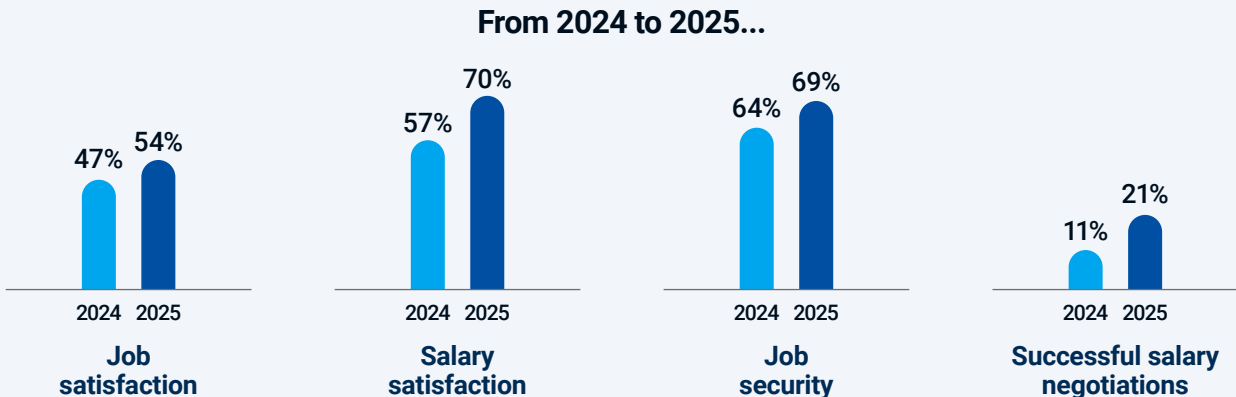Managing Director,
Michael Page Technology
and Transformation

2 From pay to purpose: what's powering job satisfaction in tech

Job satisfaction in tech is on the up, now sitting at 54% compared to 47% in 2024. This boost is largely due to better pay, more flexible working, and feeling more appreciated by managers. Compared to other sectors, tech roles tend to offer more freedom and clearer opportunities to climb the career ladder.

People are also feeling more confident about their salary. The number of successful salary negotiations has jumped from 11% to 21%, and 70% say they're happy with their pay.

Job security is also improving, with 69% of tech workers now feeling secure in their roles, and 58% saying they feel valued by their leadership teams.

Tech workers want to keep growing, innovating, and doing work that matters. They want to be involved in projects that have real impact and understand how their efforts fit into the bigger picture. **Companies that offer clear growth paths and invest in cutting-edge projects are best placed to keep hold of their best talent.**

From 2024 to 2025...

	2024	2025
Job satisfaction	47%	54%
Salary satisfaction	57%	70%
Job security	64%	69%
Successful salary negotiations	11%	21%

Talent
TRENDS25
driven by Page Insights

Spotlight on
Technology

3 Flexibility and satisfaction are high — so why are tech workers staying put?

Tech roles continue to offer great pay and flexibility, which helps drive high job satisfaction. **With constant innovation and the need for new skills, the demand for tech talent is still going strong**.

Much of the work in this area is project-based, which can encourage a mindset oriented toward fresh challenges and ongoing learning. This structure helps explain why job changes are more common here than in more traditional functions such as finance or HR. However, **despite this dynamic environment, many are approaching their next move with caution**.

Nearly 9 in 10 tech workers (84%) say they're open to new roles, but only about half are actively looking (48%), a slight dip from 50% in 2024. It points to a "wait and see" mindset, suggesting a sense of uncertainty in the market. At the same time, around 46% say they plan to stay put for at least two years, hinting at a growing appetite for stability.

At the same time, hybrid working has become an established part of tech life rather than just a perk. **It's the standard, and for many, a dealbreaker**. Over half of tech professionals now split their time between home and the office, and if asked to return to the office more often — 44% would consider leaving. Flexibility isn't just valued anymore; it's expected.

> "Technology teams have led the charge over the past few years in businesses, from keeping organisations running during lockdown to driving rapid digital transformation. That intensity has taken a toll, and professionals are now rightly prioritising wellbeing and purpose. The good news is that employers have a real opportunity to reset the relationship. By building trust, offering true flexibility, and leading with transparency, organisations can attract the right talent and build happy, fulfilled teams."

James Barrett, Managing Director, Michael Page Technology and Transformation

4 AI is reshaping tech — are you ready?

AI is rapidly transforming tech roles. As major companies automate routine coding, the nature of technical work is evolving. Skills such as creative problem-solving, quality assurance, and linking technology to business strategy are becoming more valuable. **AI is not just replacing tasks; it is redefining roles and highlighting the unique human skills that technology cannot replicate**.

For companies, this creates a unique chance to stand out. While many leaders remain cautious about investing in AI tools and training, employees are not waiting. Most are bringing their own AI tools into work, often out of necessity. **Showing candidates how they will work with AI and automation and how they will be supported to grow can be a powerful way to attract top talent**.
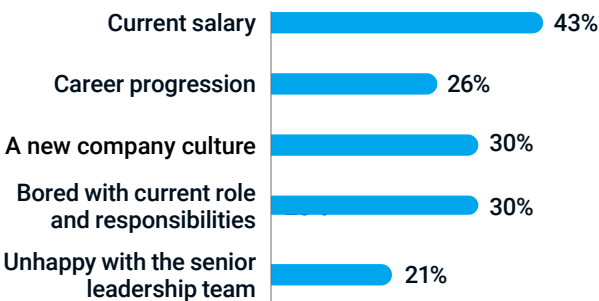
Tech professionals are ready to embrace the future and want to see that their employers are prepared as well. With AI now embedded in day-to-day work, **the focus is shifting to meaningful implementation, continuous upskilling and creating space for people to do what they do best: high-impact, human-centred work**.

5 More than just a job: what tech professionals are looking for

While salary is the primary reason people switch jobs, it's certainly not the only factor. While 43% of respondents cite pay as a reason for leaving, 26% are motivated by the desire for better opportunities for promotion and growth. Additionally, 30% are looking for new companies that have different company cultures.

Beyond these, many employees are driven to move on due to poor leadership or a misalignment with company culture. **These insights highlight the need for employers to think more broadly about what attracts and motivates talent.** Competitive pay is important, but it's just one part of a larger equation. Career advancement, inspiring leadership, and a healthy workplace culture are equally critical in building a compelling employee experience and ensuring long-term success for both individuals and organisations.

Reasons why tech talent is looking for new opportunities

Current salary	43%
Career progression	26%
A new company culture	30%
Bored with current role and responsibilities	30%
Unhappy with the senior leadership team	21%

How top companies attract and retain talent

1 Be clear and transparent about salary
Pay dissatisfaction is a top reason people leave. Offering competitive, fair salaries builds trust and helps retain your team. Our Salary Guide can help ensure your offers are on point.

2 Embrace flexible working
Flexibility means different things—from where and when employees work to how they do it. Providing options that fit individual needs keeps people engaged and more likely to stay.

3 Invest in training and development
For 23% of tech pros, better learning opportunities motivate moves. Supporting growth helps your team progress and benefits your business.

4 Support employee wellbeing
Promoting work-life balance and flexibility shows care and boosts satisfaction.

5 Offer meaningful recognition beyond salary
People want to feel their work matters. Publicly recognising achievements and offering valuable benefits builds loyalty.

> Supporting growth isn't just about skills—it attracts talent seeking more than a paycheck. Real development opportunities matter when people choose where to work.

Contact us

While trends shift, tech professionals still prioritise competitive salaries, flexibility, and engaging, challenging projects. To attract and retain top talent, it's essential to understand both what matters to them and how those needs are evolving.

At Michael Page, we combine real-time market insights with expert recruitment support to help you stay competitive.

Need help finding the right tech talent? Request a call with one of our expert consultants today.