PEOPLE INSIGHTS & REPORTS

AI + Humans

The top skills AI will automate, and the skills that will still need people, across Finance, HR and Marketing roles.

Finance | HR | Marketing

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OVERVIEW

Summary and How to Use This Report

This report covers the major job profiles across Finance, HR and Marketing. For each profile, it identifies the top three skills AI is likely to automate and the three that will still require people. Each profile is also rated High, Medium or Low for AI exposure, based on how much of its core work can be automated.

AI EXPOSURE BY FUNCTION

FUNCTION	HIGH	MEDIUM	LOW
Finance	7	12	3
HR	4	8	5
Marketing	7	8	4

Source: Corenza hiring mandates and client conversations.

WHY READ THIS REPORT

As a hiring manager

See which tasks in each role AI will absorb, and update job descriptions to match.

Assess candidates on the human skills that will carry more weight.

Plan team structure and reskilling before automation arrives.

As a professional

Know which parts of your role are most exposed to AI.

Focus your development on skills that stay human-led.

Position your experience around judgement, stakeholder and leadership work.

FINANCE FUNCTION | 1 OF 5

Finance | HR | Marketing

Transactions and Ledger Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
Accounts Receivable	High	Cash application Invoice generation Collection reminders	Dispute resolution Credit terms negotiation Key account relationships
Accounts Payable	High	Invoice capture Three-way matching Payment run scheduling	Vendor negotiation Exception approvals Fraud assessment
General Ledger / Record-to-Report	High	Journal entry posting Account reconciliations Accrual calculations	Complex adjustments Close sign-off Process ownership
Fund Accounting (PE/AMC)	High	NAV calculation Capital call workings Investor statements	Valuation judgements LP query handling Fund structure accounting

FINANCE FUNCTION | 2 OF 5

Finance | HR | Marketing

Control, Reporting and Audit Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
Financial Controller / Controllership	Medium	Close task tracking Control testing Management pack drafts	Control environment design Accounting judgements Team leadership
Financial Reporting	Medium	Consolidation Disclosure checklists Variance commentary drafts	IND-AS judgement areas Auditor discussions Board narrative
Cost & Management Accounting	Medium	Cost allocation Product costing runs Margin reporting	Costing methodology Pricing decisions Plant business partnering
Internal Audit	Medium	Full-population testing Anomaly detection Workpaper drafting	Root-cause investigation Control design advice Audit committee reporting

FINANCE FUNCTION | 3 OF 5

Finance | HR | Marketing

Tax and Compliance Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
KYC / AML Compliance	High	Document verification Transaction monitoring Sanctions screening	Suspicious case investigation STR filing decisions Regulator engagement
Indirect Tax	High	GST return filing ITC reconciliation E-invoicing and e-way bills	Classification disputes Transaction advisory Department representation
Direct Tax	Medium	Tax computation TDS reconciliation Return preparation	Tax planning Assessments and litigation Structuring advice
Transfer Pricing	Medium	Benchmarking searches TP documentation drafts Intercompany charge workings	TP policy design Audit defence APA negotiation
Regulatory & Secretarial Compliance	Medium	Compliance calendar tracking ROC and regulatory filings Minutes and register drafting	Interpreting new rules Board governance advice Regulator liaison

FINANCE FUNCTION | 4 OF 5

Finance | HR | Marketing

Treasury, Credit and Risk Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
Credit Underwriting	High	Document verification Financial spreading Bureau and score checks	Complex case assessment Borrower interviews Deviation approvals
Credit Risk	Medium	Early warning signals Portfolio monitoring ECL provisioning runs	Risk appetite setting Model validation judgement Stress scenario design
Market & Operational Risk	Medium	Limit and VaR monitoring Loss event logging Risk reporting	Risk framework design Scenario judgement Control ownership with business
Treasury	Medium	Daily cash positioning Liquidity forecasting Bank reconciliations	Banking relationships Funding decisions FX and hedging strategy

FINANCE FUNCTION | 5 OF 5

Finance | HR | Marketing

Planning, Capital and Leadership Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
FP&A / Business Finance	Medium	Driver-based forecasting Budget consolidation Variance analysis	Commercial partnering Scenario planning Influencing business leaders
Finance Systems / ERP Transformation	Medium	Test script generation Data migration mapping Configuration documentation	Process redesign Change management Stakeholder alignment
Investor Relations	Low	Earnings script drafts Peer benchmarking Shareholder analytics	Investor relationships Equity story Crisis communication
M&A / Corporate Development	Low	Target screening Data room review Valuation model builds	Deal negotiation Strategic fit assessment Integration leadership
CFO / Finance Head	Low	Performance reporting Forecast scenarios Board pack drafts	Capital allocation Board and investor trust Building finance teams

HR FUNCTION | 1 OF 4

Finance | HR | Marketing

Hiring and Workforce Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
Talent Acquisition (incl. Campus Hiring)	High	Resume and application screening Interview scheduling Online assessments	Candidate assessment Offer negotiation Campus and hiring manager relationships
Employer Branding	Medium	Content generation Social listening Review monitoring	EVP definition Brand storytelling Leadership advocacy
Workforce Planning	Medium	Demand forecasting Attrition modelling Headcount reporting	Scenario trade-offs Build vs buy decisions Business alignment
Executive Search / Leadership Hiring	Low	Market mapping Profile research Outreach drafts	Confidential approaches Leadership assessment Closing senior candidates

HR FUNCTION | 2 OF 4

Finance | HR | Marketing

Talent, Learning and Culture Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
Learning & Development	High	Course content creation Learning personalization Completion tracking	Capability strategy Leadership programme design Facilitation and coaching
Talent Management	Medium	Talent review data Skills inventories Readiness dashboards	Succession decisions High-potential identification Career conversations
Performance Management	Medium	Goal tracking Feedback summaries Calibration data prep	Calibration decisions Difficult conversations Underperformance handling
Employee Engagement & Culture	Medium	Pulse surveys Sentiment analysis Recognition workflows	Action planning with leaders Culture building Building trust
Organisation Development (OD)	Low	Org design scenarios Span and layer analysis Diagnostic surveys	Operating model design Culture change Leadership alignment

Rewards, Operations and Technology Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
Payroll	High	Payroll processing Statutory deductions Payslip queries	Complex exceptions Error resolution Controls sign-off
HR Operations / Shared Services	High	Employee data management Letter generation Query helpdesk	Sensitive case handling Process improvement Service governance
Compensation & Benefits (Total Rewards)	Medium	Salary benchmarking Pay equity analysis Increment modelling	Reward strategy Executive compensation Communicating pay decisions
HR Technology & Analytics	Medium	Dashboard and report building Attrition prediction Data validation	System selection Framing business questions User adoption

Employee Relations, Partnering and Leadership Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
Employee Relations / IR & Labour Law	Medium	Statutory filings Compliance tracking Case documentation	Union negotiations Workplace investigations Interpreting labour codes
Diversity, Equity & Inclusion	Low	Representation dashboards Bias checks in job ads Pay gap analysis	Inclusion strategy Leadership accountability Employee resource groups
HR Business Partner (HRBP)	Low	People data insights Policy query responses Case summaries	Business partnering Coaching leaders Organisation decisions
CHRO / HR Head	Low	People reporting Workforce scenarios Board pack drafts	People strategy Leadership team trust Culture stewardship

MARKETING FUNCTION | 1 OF 4

Finance | HR | Marketing

Brand and Communications Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
Content Marketing	High	Blog and copy drafts Content repurposing Editorial calendars	Brand voice Thought leadership Editorial judgement
Creative & Design	Medium	Asset resizing and variants Image generation Layout templates	Creative concepts Art direction Brand craft
Marketing Communications & Events	Medium	Campaign copy drafts Media plan drafts Event registration and logistics	Campaign messaging Agency management Event concept and sponsors
Public Relations / Corporate Communications	Low	Media monitoring Press release drafts Coverage reporting	Media relationships Crisis communication Leadership messaging
Brand Management	Low	Brand tracking reports Consumer sentiment analysis Concept testing	Brand strategy Portfolio decisions Agency briefing

MARKETING FUNCTION | 2 OF 4

Finance | HR | Marketing

Insights, Product and Leadership Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
Market Research / Consumer Insights	High	Survey data analysis Social listening Report drafting	Research design Consumer interviews Insight recommendations
Product Marketing	Medium	Competitor tracking Sales enablement drafts Win-loss analysis	Positioning Go-to-market strategy Customer insight
Customer Experience (CX)	Medium	Feedback analysis Chatbot support Journey analytics	Journey design Service recovery Customer advocacy
Partnerships & Alliances	Low	Partner research Performance reporting Contract drafts	Partner selection Deal negotiation Relationship management
CMO / Marketing Head	Low	Performance reporting Budget scenarios Board pack drafts	Marketing strategy Budget allocation Leadership influence

Digital and Performance Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
Performance / Digital Marketing	High	Bid management Audience targeting Ad creative testing	Channel mix strategy Budget trade-offs Agency and vendor management
SEO / SEM	High	Keyword research Technical audits Meta content	Search strategy Content priorities Algorithm change response
Social Media Marketing	High	Post scheduling Caption drafts Community replies	Brand voice online Crisis moderation Trend judgement
E-commerce / Marketplace Marketing	High	Listing optimization Pricing updates Sponsored ad bids	Marketplace negotiations Assortment strategy Promotion planning

Growth, Data and Channel Roles

JOB PROFILE	AI EXPOSURE	Automated by AI	Requires human judgement
CRM & Lifecycle / Retention	High	Segmentation Triggered journeys Personalized messaging	Retention strategy Loyalty programme design Customer value decisions
Marketing Technology & Analytics	Medium	Workflow building Dashboards and attribution Data syncing	Stack architecture Measurement design Insight storytelling
Demand Generation (B2B)	Medium	Lead scoring Email nurture drafts Account research	ICP definition Sales alignment Pipeline strategy
Growth Marketing	Medium	Experiment analysis Funnel reporting Landing page variants	Growth hypotheses Prioritization Cross-team execution
Trade Marketing	Medium	Scheme performance tracking Retail data analysis POSM planning	Channel partner relationships Scheme design In-store execution

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