CAREER CO-PILOT · QUARTERLY INTELLIGENCE REPORT

Q4 2025

Career Intelligence Report · October – December 2025

703	204	35%	25
Q4 ROLES TRACKED	EMPLOYERS	BAND 8+	DOMAINS

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EXECUTIVE SUMMARY

Q4 2025 — Key Findings

We reviewed and tracked 703 roles with closing dates between October and December 2025, across 204 unique organisations. November was the peak month (256 roles), with October (226) and December (221) showing consistent volume. Our data confirms that digital transformation hiring remained robust through year-end, with several accelerating domains and one notable contraction.

> *"Project & Programme Management accounted for 23% of all Q4 roles we tracked — yet showed its first quarterly decline (-20 vs Q3). Meanwhile Digital Transformation surged +36% and Change & Transformation grew +39%. The hiring landscape is shifting."*

- We tracked 703 roles closing in Q4 2025 — across 204 unique organisations in England and Wales
- November was the busiest month with 256 postings — a clear mid-quarter hiring peak
- Project & Programme Management remains dominant at 23% of Q4 volume, but fell 20 roles vs Q3 — its first quarterly dip in our dataset
- Digital Transformation posted a +36% surge Q3→Q4 — the fastest-growing domain we tracked
- Change & Transformation grew +39% Q3→Q4 — both EPR-adjacent domains accelerating in parallel
- Band 7 remains the modal grade at 29% of all Q4 roles — the hiring sweet spot unchanged
- 35% of Q4 roles were Band 8 or above — senior market active through year-end
- AI & Machine Learning: 4 roles in Q4 — 0.6% of our total. The hype-to-hiring gap is real and widening
- Digital Health and Care Wales was the #1 Q4 employer in our dataset
- London accounted for 12% of tracked Q4 roles — far ahead of Manchester (5%) and Cardiff (3%)

HIRING VOLUME

Domain-by-Domain Q4 2025 Activity

The table below ranks all 25 tracked domains by Q4 2025 role volume from our pipeline. Senior percentage reflects roles at Band 8A or above. Q3→Q4 change shows volume movement quarter-on-quarter.

Domain	Q4 Roles	Share	Band 8+	Q3→Q4
Project & Programme Management	165	23%	49%	-20
Leadership & Service Management	72	10%	43%	+54
PMO & Project Support	69	10%	1%	-17
Data, Analytics & Business Intelligence	60	9%	20%	+3
Digital Transformation	45	6%	71%	+12
Clinical Safety & Patient Safety (Digital Health)	44	6%	45%	+21
Education, Training & Workforce Development	37	5%	22%	+25
Change & Transformation	32	5%	28%	+9
Clinical Research & Trials	25	4%	24%	-30
Clinical Systems & Applications	23	3%	22%	+15
Software Development & Engineering	22	3%	50%	+12
Communications & Engagement	19	3%	21%	+9
Business Analysis	15	2%	13%	+5
Clinical Governance, Audit & Compliance	10	1%	30%	+4
Applications & Systems Support	10	1%	10%	-3
Quality Improvement	9	1%	44%	-6
Information Governance & Data Protection	9	1%	33%	-4
Procurement, Commercial & Contracts	9	1%	33%	+3
Business Development & Partnerships	6	1%	33%	-2
Clinical Informatics & Decision Support	6	1%	33%	-1
Product Management	5	1%	40%	-1
AI, Machine Learning & Data Science	4	1%	75%	+2
Cyber Security	3	0%	0%	+1
Public Health & Population Health	2	0%	0%	0
Early Careers (Apprenticeships/Fellowships)	2	0%	0%	0

BAND DISTRIBUTION

Grade Profile Across All Q4 2025 Roles

Band 7 was the modal grade across Q4 2025, accounting for 29% of all roles we tracked. 35% of all Q4 roles were at Band 8 or above, confirming that the senior market remained active through year-end.

Band	Count	Share	Distribution
Band 2	4	1%	■
Band 3	22	3%	■■■■
Band 4	40	6%	■■■■■■■■■
Band 5	75	11%	■■■■■■■■■■■■■■■■■
Band 6	108	15%	■■■■■■■■■■■■■■■■■■■■■■■
Band 7	202	29%	■■
Band 8A	159	23%	■■■■■■■■■■■■■■■■■■■■■■■■■■■■■■■■■■■
Band 8B	50	7%	■■■■■■■■■■■
Band 8C	19	3%	■■■■
Band 8D	7	1%	■
Band 9	8	1%	■
Band VSM	2	0%	

"Band 7 to Band 8A is the most important career transition signal in our dataset. In Q4 2025, Band 8A represented the second largest grade cohort — confirming that senior progression opportunities remained robust through year-end."

EMPLOYER INTELLIGENCE

Top Hiring Organisations — Q4 2025

We tracked 204 unique organisations recruiting in Q4 2025. Digital Health and Care Wales was the most active recruiter with 23 postings in our dataset. Welsh organisations featured prominently, reflecting ongoing investment in digital transformation programmes.

Employer	Q4 Roles
Digital Health and Care Wales	23
Cambridge University Hospitals NHS Foundation Trust	19
Manchester University NHS Foundation Trust	17
Mid and South Essex NHS Foundation Trust	16
Hywel Dda University Health Board	15
UK Health Security Agency	15
North Cumbria Integrated Care NHS Foundation Trust	15
The Christie NHS Foundation Trust	14
Royal Berkshire NHS Foundation Trust	12
Health Research Authority	11
Imperial College Healthcare NHS Trust	10
Oxford University Hospitals NHS Foundation Trust	10
Betsi Cadwaladr University Health Board	9
Guy's and St Thomas' NHS Foundation Trust	9
Lewisham and Greenwich NHS Trust	9

GEOGRAPHY

Location Distribution — Q4 2025

London dominated Q4 2025 in our dataset with 81 roles — 12% of all tracked postings. Manchester (34) and Cardiff (20) were the next most active locations. 15 postings listed "Location to be confirmed at interview" — reflecting the continued prevalence of flexible and hybrid working arrangements.

Location	Q4 Roles
London	81
Manchester	34
Cardiff	20
Cambridge	18
Location to be confirmed at interview	15
Bristol	15
Reading	14
Norwich	10
Birmingham	10
Bradford	9
Carlisle	9
Grimsby, Hull, Scunthorpe and Goole	8
Sheffield	7
Carmarthen	7
Birmingham, Leeds, Liverpool, London (Canary Wharf)	7

INTELLIGENCE SIGNAL

Hype vs Hiring Reality — Q4 2025

One of the most consistent findings in our dataset is the gap between what health-tech media covers and what organisations actually recruit for. Q4 2025 reinforces this pattern strongly.

Domain	Q4 Roles	Share	Signal
AI & Machine Learning	4	0.6%	Heavily hyped — minimal actual jobs in our data
Project & Programme Mgmt	165	23%	Underreported — highest volume by far
Digital Transformation	45	6%	Growing fast — underappreciated in media
Change & Transformation	32	5%	Quiet growth domain — strong Q4 surge
Cyber Security	3	0.4%	Under-hired relative to strategic importance

> *"AI & Machine Learning accounted for just 0.6% of Q4 2025 roles in our dataset. Project & Programme Management — which generates almost no headlines — drove 23% of all tracked hiring. Build skills the market actually pays for, not skills the media covers."*

TREND ANALYSIS

Q3 vs Q4 2025 — Domain Movement

Q3 2025 produced 612 roles in our pipeline with closing dates in July–September. Q4 grew to 703 — a 15% quarter-on-quarter increase. The domain-level movements below reveal which pathways are accelerating and which are contracting.

Domain	Q3	Q4	Change	Trend
Project & Programme Management	185	165	-20	-11%
Data, Analytics & Business Intelligence	57	60	+3	+5%
PMO & Project Support	86	69	-17	-20%
Leadership & Service Management	18	72	+54	+300%
Clinical Research & Trials	55	25	-30	-55%
Change & Transformation	23	32	+9	+39%
Digital Transformation	33	45	+12	+36%
Clinical Safety & Patient Safety (Digital Health)	23	44	+21	+91%
Education, Training & Workforce Development	12	37	+25	+208%
Clinical Systems & Applications	8	23	+15	+188%
Software Development & Engineering	10	22	+12	+120%
Communications & Engagement	10	19	+9	+90%
Business Analysis	10	15	+5	+50%

CAREER IMPLICATIONS

What Q4 2025 Means for Your Career

Project & Programme Management is still the safest domain

Despite a Q3→Q4 dip of 20 roles, PPM produced 165 postings in Q4 alone — more than any other domain we tracked. Professionals at Band 5–6 should prioritise Prince2, MSP or Agile certifications as the primary route into this pathway.

Digital Transformation is accelerating — act now

A +36% surge in Q4 signals sustained investment in EPR rollouts and digital change programmes. The 71% Band 8+ rate means this domain rewards experienced professionals. If you are at Band 7 in a related domain, now is the time to pivot.

Change & Transformation is the underrated domain

A +39% Q3→Q4 growth rate with strong Band 7 and 8A representation. This domain sits at the intersection of project management and service redesign — a powerful career diversification move.

Band 7 remains the entry point that matters most

29% of Q4 roles were Band 7. This is the grade at which careers crystallise — the pivot point between junior contributor and senior leader. Reaching Band 7 should be the explicit goal for anyone in Bands 4–6.

Do not chase AI roles

Only 4 AI & Machine Learning roles closed in Q4 2025 in our dataset — 0.6% of the total. Build AI literacy as a supporting capability, but ground your career strategy in the domains where hiring actually happens at volume.

METHODOLOGY

This report covers roles tracked by Career Co-Pilot with closing dates between 1 October and 31 December 2025 (Q4 2025). Q3 2025 comparison data covers closing dates between 1 July and 30 September 2025. Our pipeline monitors digital and non-clinical health tech roles across organisations in England and Wales — it does not represent the complete universe of all roles advertised. Band data is sourced directly from job postings. Non-standard bands (VSM, Grade 7, etc.) are excluded from band distribution analysis but included in volume counts.

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