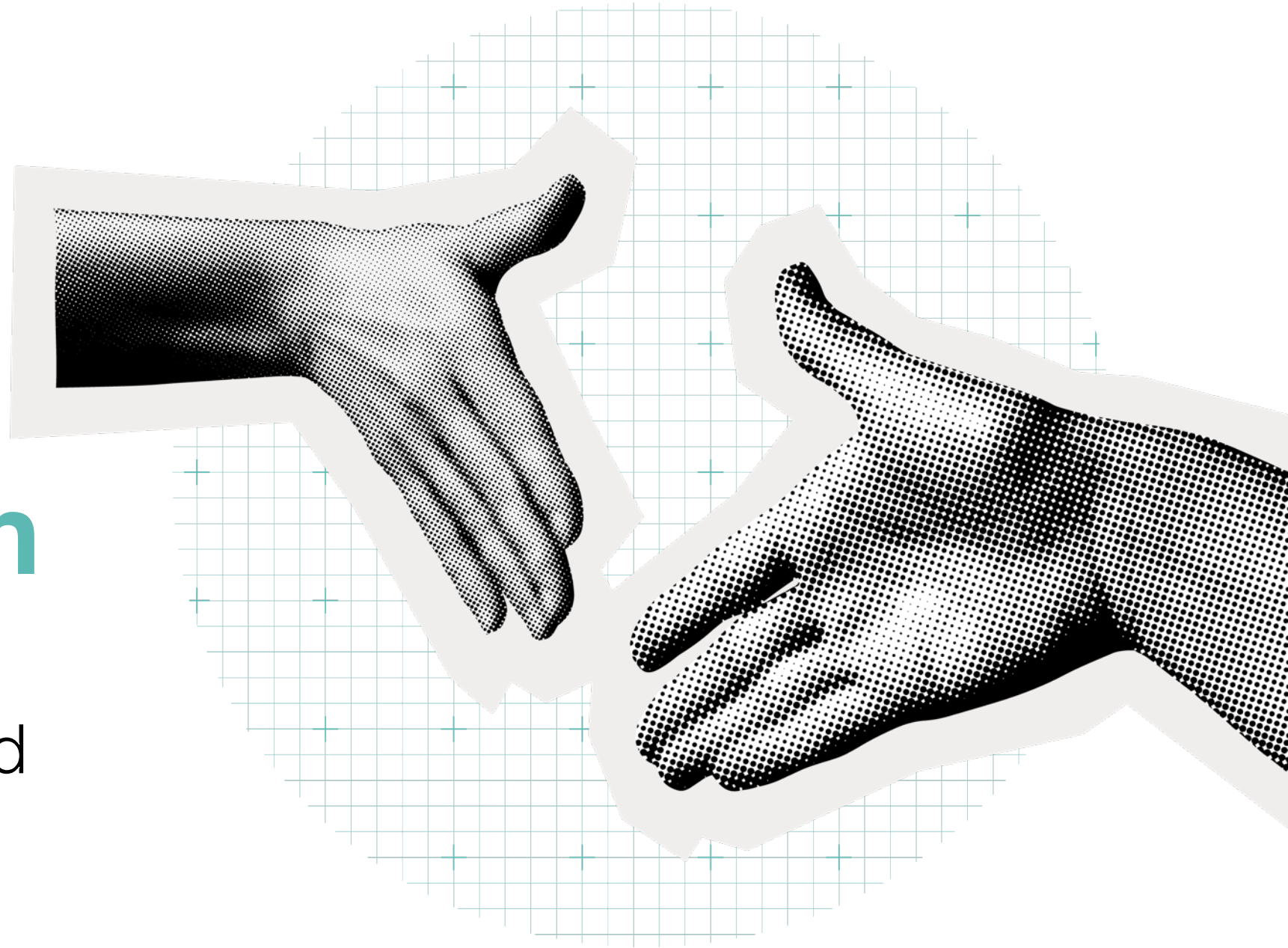


THE ADECCO GROUP

Adecco AKKODIS LHH

The human premium

Leadership beyond
the algorithm



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About the research

The Adecco Group's Business Leaders research investigates the changing world of work from the executive perspective. This edition focuses on the impact of building trust to align people and technology strategies.

The Adecco Group surveyed:

2,000 C-suite executives

across

13 countries

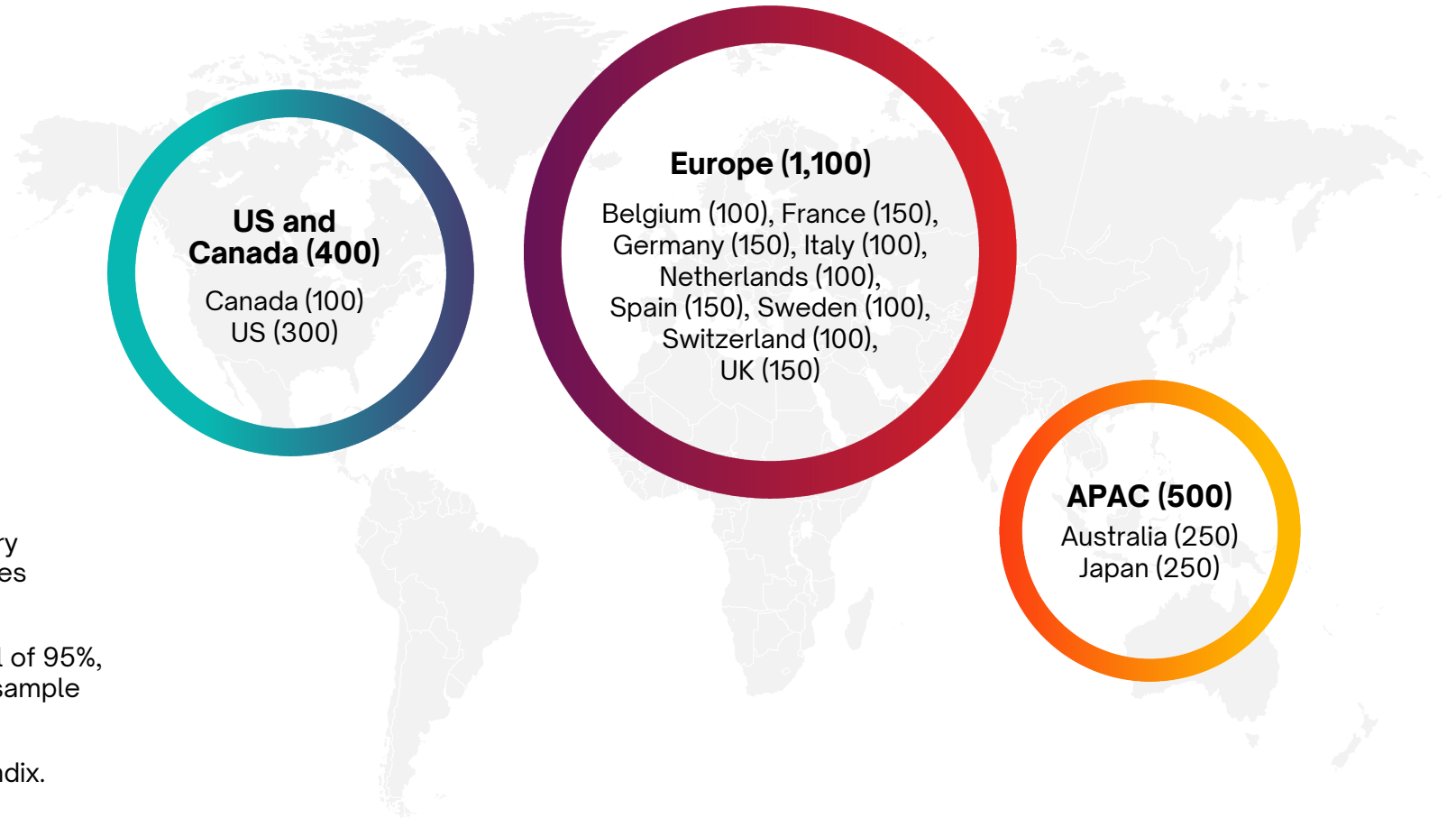
with responsibility for more than

8,600,000 workers

Fieldwork was conducted from December 2025 to January 2026 in local languages, covering 2,000 C-suite executives in 13 countries.

The data is representative with a confidence interval level of 95%, and quotas were set to ensure a national representative sample by age and gender in each country.

For more demographic information, please see the appendix.



Meet our respondents



Authenticated C-suite respondents, with influence on enterprise-wide decision-making and full awareness of global company strategy



Nationally representative across age and gender

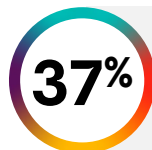


Industries:

Aerospace and defence	(350)
Automotive and Transport, Logistics, Mobility and Manufacturing	(350)
Healthcare, Life Sciences and Pharma	(350)
Energy, Clean Technology and Utilities	(350)
Technology	(300)
FMCG, E-commerce, Retail and Consumer Goods and Supply Chain	(300)



Chief Executive Officers, 25% Chief Human Resources Officers, 25% Chief Technology Officers, 13% Chief Operating Officers, 13% Chief Financial Officers



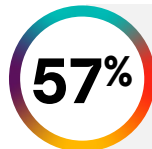
of organizations surveyed have an annual revenue of less than \$500 million. 17% have between \$500 million and \$1 billion, 17% have between \$1 billion and \$5 billion, 17% have between \$5 billion and \$10 billion and 12% have more than \$10 billion.



of organizations surveyed have more than 5,000 employees



of leaders surveyed are male



of leaders surveyed are between 26-54 years' old

Foreword from our CEO



Denis Machuel

CEO, the Adecco Group

The future of work won't just be shaped by technology. The choices leaders make today will also be pivotal.

AI can inform decisions, but it's human leadership that creates meaning and impact. It's what transforms technical possibility into trusted direction, shared confidence and the empowerment people need to move forward together.

This is why the question at the heart of our 2026 Business Leaders report is so critical: how are leaders building trust to create a different kind of future – one that's grounded in credibility, accountability, transparency and shared values?

In a world being reshaped by AI, the organizations that will thrive are the ones that continue to invest in what makes us human. Alongside technological progress, they're designing for, nurturing and measuring our unique capabilities. This is not just the right thing to do, it's what gives people confidence; strengthens trust; and helps make the future work for everyone – our very purpose.

Aligned people and technology strategies are essential. When leaders keep people at the heart, they build businesses that respond with agility and workforces that are more engaged, adaptable and ready for what comes next. That's the foundation of lasting progress and the focus of this report.



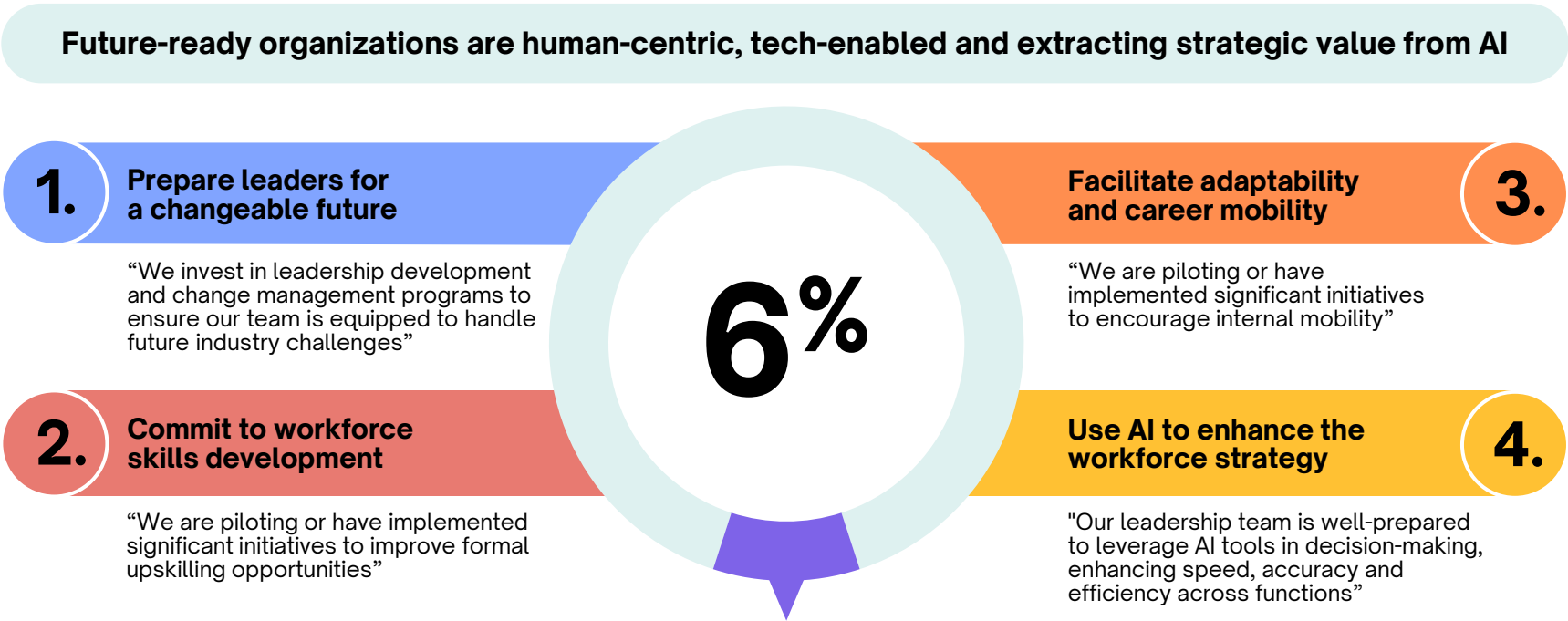
Future-ready organizations: definition and model

Our previous research, ‘Leading in the age of AI: Expectations vs reality’ (May 2025) identified a minority group of human-centric, adaptable enterprises that are extracting strategic value from AI and supporting employees to develop for an evolving workplace.

In 2026, the number of organizations that qualify as future-ready has fallen four percentage points. This indicates that - as many move beyond

the hype of AI into company-wide implementation - leaders are experiencing more limitations of AI and their own capabilities than previously anticipated.

In this report, we draw on insights from future-ready organizations to provide leaders with actionable examples they can use to cultivate a resilient, agile and human-centric enterprise that secures more value from AI.



The proportion of future-ready organizations has fallen four percentage points over the past 12 months

Key findings

Trust – not just technology – determines who adapts successfully to AI disruption

AI disruption is happening quickly, but organizational readiness is lagging. Leaders value technology's ability to enhance human potential, but most are failing to reassure workers about the opportunities. The differentiator will not just be access to tools; it will be whether leaders build enough employee trust and engagement to accelerate the transformation.



of business leaders expect AI agents to be integrated into workflows within the next 12 months, but only 30% of non-line managers* say the same.



Business leaders believe the biggest opportunity from AI agents will be that they enable employees to manage career growth and learning.



Only about one-third say their talent strategy clearly demonstrates that AI will create opportunities for workers.

Data, human oversight and a focus on skills accelerate transformation

Workforce transformation is stalling because leadership is not communicating clearly or building confidence systematically. Without strategic clarity, workers are unable to understand their impact and develop their skills in high-value areas. Business leaders must use data effectively to guide the talent strategy and equip workers with the insight to keep pace with change.



of business leaders are highly confident that they're developing the necessary digital and future-ready capabilities within the workforce.



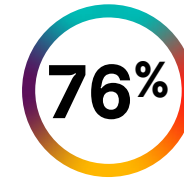
Only a minority are effectively using workforce data to inform future people and talent strategies.



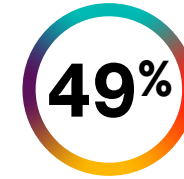
Less than half say employees understand how their work contributes to the organization's purpose and success.

Measuring trust aligns people and AI implementation to enhance agility

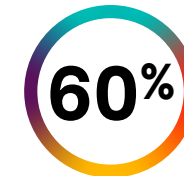
Future-ready organizations systematically build trust to drive measurable value. They track soft skills such as problem-solving and creativity, and they report increased business agility; AI productivity gains; and a more adaptable workforce. Combined, these accelerate enterprise transformation in the age of AI.



of future-ready organizations believe their workforce is highly adaptable, compared with 42% of other organizations.



of future-ready organizations have a mature approach to measuring trust, compared with 19% of other organizations.



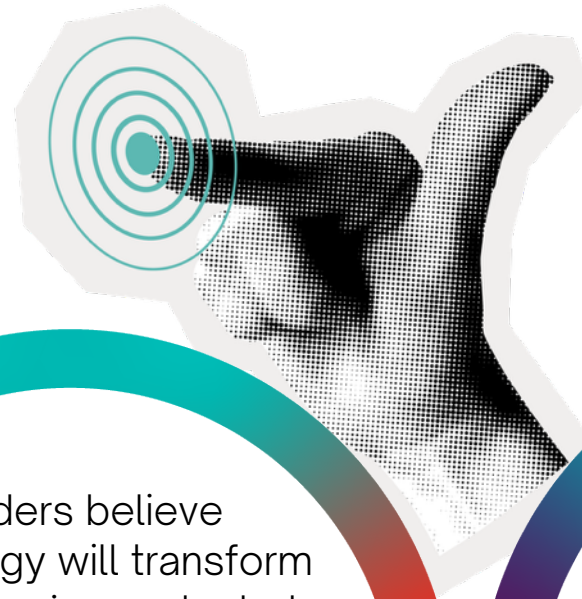
of future-ready organizations say problem-solving capabilities are a key performance indicator in their people and talent strategy.

1.

Trust – not just
technology –
determines who
adapts successfully
to AI disruption



Summary



AI disruption is accelerating, but many organizations don't have the levers in place to build momentum.

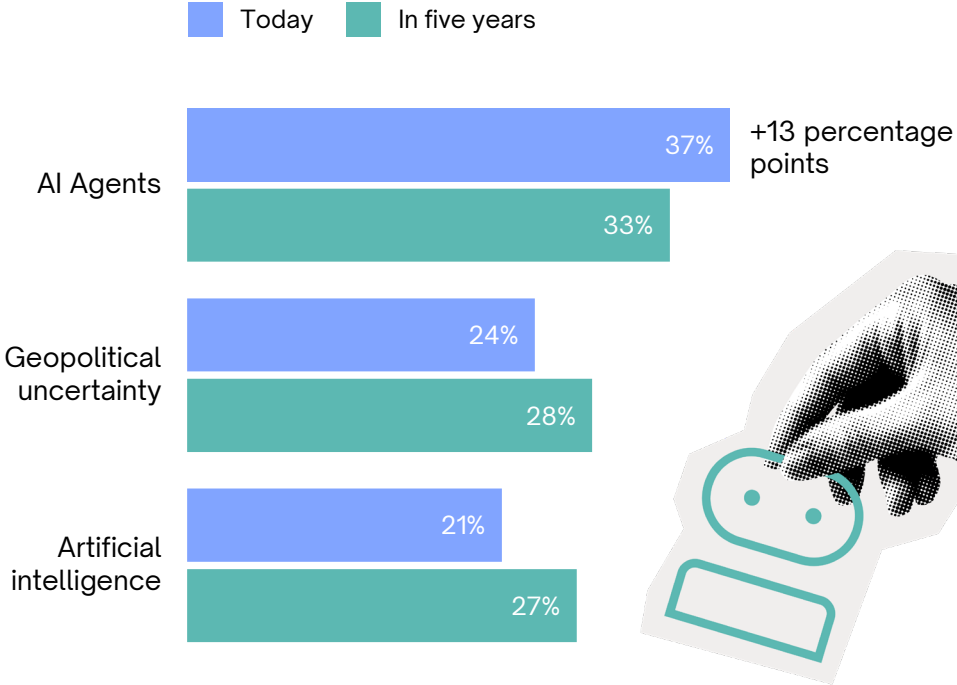
Leaders believe technology will transform talent requirements, but they must do more to prepare their workforces. Trust underpins employees' willingness to adapt, and it's built through a deliberate talent strategy.

Organizations that build and measure trust reassure workers that AI can create opportunity. They align work to purpose and invest in skills development to instill confidence and strengthen the talent outlook.

Organizations are adopting AI agents rapidly, but leaders' failure to effectively engage with workers impacts preparedness

With AI disruption taking hold, a lack of workforce alignment – not any lack of tech investment – is holding businesses back. Leaders are not engaging enough with workers about the realities of AI’s impact, and this can damage trust by limiting their opportunities to adapt and reskill.

AI agents, a new entry in 2026, are the dominant megatrend



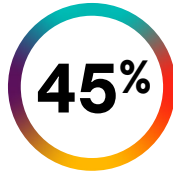
Nearly three-quarters of non-line managers are ready to work with AI agents, but their leaders are not preparing them

Business leaders

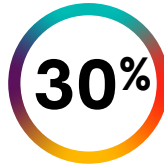
Non-line managers*



“Employees would feel comfortable collaborating with AI agents”



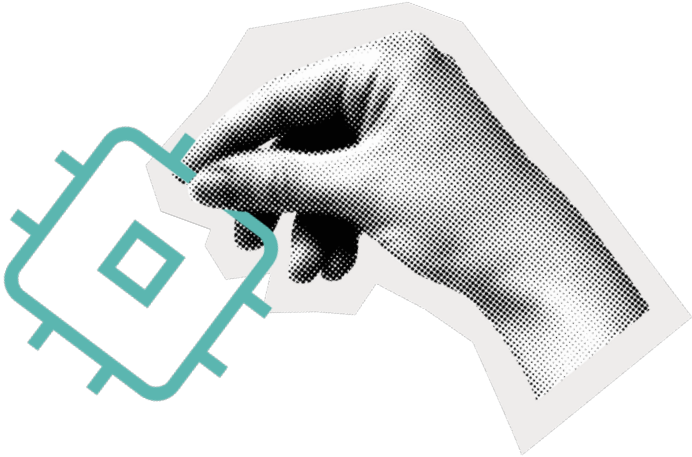
“I expect my company to integrate AI agents into our organizational workflow within the next 12 months”



Q1: Which of the following megatrends are having the biggest impact on your company today, and in five years’ time?; Q11: To what extent do you agree/disagree with the following statements about your company's use of AI?; *The Adecco Group, October 2025, ‘Humanity at work: How to thrive in the AI era Q11: To what extent do you agree/disagree with the following statements about your company's use of AI? (Non-line managers=9928, Q37: How comfortable would you feel collaborating with an AI agent as part of your job? (Non-line managers=9928)

Business leaders see technology as an accelerator of human potential

Decision-makers place value on technology’s power to enhance human talent: the top outcomes for digital transformation all relate to human-centric aspects of jobs. And they expect AI agents to continue this – leaders say this technology will enable customized learning journeys that could transform skills development and improve working life.



Leaders’ top outcomes from digital transformation all enhance human capability

1
Sharper decision-making

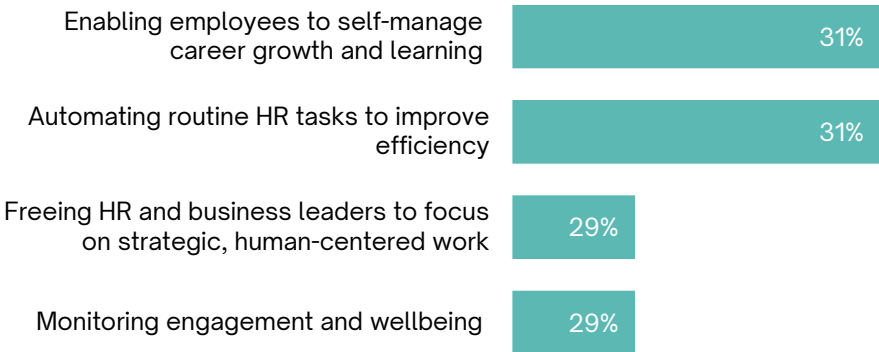
2
Operational efficiency

3
Increased innovation

4
Professional development

Leaders expect AI agents to transform workforce development

The biggest improvements that AI agents could deliver:



Only about a third are reassuring workers about future opportunities. Ethical leadership, transparency and demonstrating value and impact are all core ways to build employee trust

Although leaders are optimistic about talent development, only a minority are building momentum for change by demonstrating the workforce opportunities. Trust will be critical for creating confidence in future changes, and organizations say that modeling ethical leadership, being transparent about decisions and measuring true impact are the most important ways to build it.

Leaders are not building employee trust in AI



36%

Our talent strategy demonstrates to employees that AI will create opportunities, not replace them

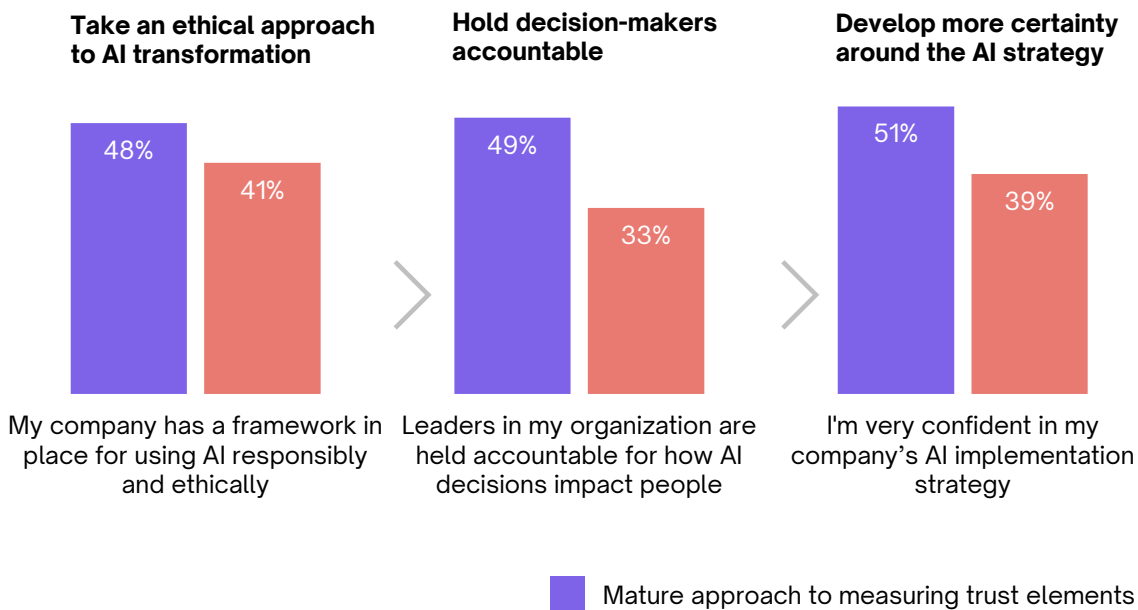
The most important ways to build employee trust

Initiative	Ranking
Modeling ethical leadership, e.g. demonstrating stability and clarity in times of constant change	1
Improving decision-making transparency	2
Providing employees with tools to measure the impact of their work	3
Educating employees about the impact of their role	3
Strengthening cross-functional collaboration	3

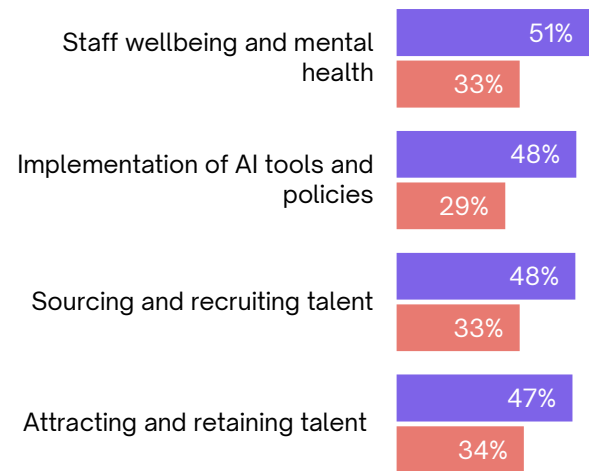
Organizations that measure workforce trust prioritize ethics and accountability, and report stronger technology and talent outcomes

Organizations that lead on trust focus on providing ethical governance and on demonstrating leadership accountability to build employee confidence. This allows business leaders to move forward with more certainty and builds momentum for technology transformation. Organizations that track workforce trust metrics are more likely to be successful with their technology and talent strategies than companies that do not measure trust.

Organizations that measure workforce trust elements...



These organizations are more likely to be successful with tech and talent outcomes



Key learnings

A stylized, halftone-style illustration of a hand, palm facing forward, with fingers slightly spread. It is rendered in black dots on a light gray background.

1

Communicate AI strategy

Keep your workforce informed about your AI roadmap. Demonstrate how AI agents will support your organization's priorities and enhance current ways of working.

2

Engage with workers

Establish feedback loops and hold cross-functional design labs to understand how workers are willing to adapt to new technologies. The insight should inform the workforce transformation strategy and strengthen the talent outlook.

3

Prioritize transparency, guidance and development

Ethical frameworks, accountable decision-making and a commitment to skills growth provide strong foundations for trust that lead to measurable business outcomes.

A stylized, halftone-style illustration of a hand, palm facing forward, with fingers slightly spread. It is rendered in black dots on a light gray background.

2.

Data, human
oversight and a focus
on skills accelerate
transformation



Summary



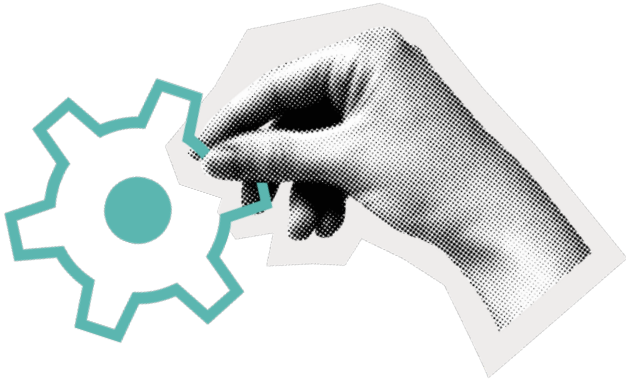
Inadequate AI communication and accountability are creating a trust and transparency gap. As a result, workers say they are not being empowered to manage skills development.

A lack of strategic clarity is widening the skills gap and slowing the shift toward effective human-AI collaboration. Leadership must get better at using data to prepare the enterprise for AI disruption.

Learning environments need to support adaptability in a changeable world, but not enough are formally supporting workers to develop. Those that instill a mindset of continuous learning report increased technology and human skills.

Skills gaps are still a major barrier to transformation

Leaders lack confidence that their organizations are building up the skills they will need in the future. Inadequate in-house technology talent, digital competence and skills is the biggest barrier to digital transformation for the second-year running. Without a clear way to bolster the talent strategy, workforce transformation will continue to stall.



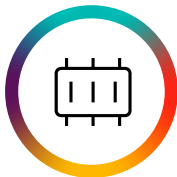
Only one in five leaders are highly confident that they’re effectively developing:



Strategic capabilities (e.g. creativity and problem-solving, critical thinking)



Human capabilities (e.g. empathy, ethical reasoning, change management)



Digital and future-ready capabilities (e.g. data literacy, AI skills, sustainability skills)

Lack of skills is stalling digital transformation

Barrier	2025	2026
Lack of in-house technology talent and skills	1	1
Budget limitations or investment case uncertainty (e.g. perceived ROI)	3	2
Leadership lacks understanding or knowledge of new technology and its implications	4	2

Transparent use of workforce data is a powerful way to understand skills, but it's underused

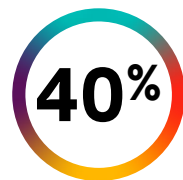
Skills data improves clarity, trust, and planning, but most organizations don't use it. Without that transparency, leaders lack agility: they can't improve their understanding about the risks and opportunities of AI, map skills requirements or communicate effectively about technology deployment.



Less than a third of leaders sufficiently understand AI, which makes it difficult for them to communicate its potential impact



“My company’s leadership team have sufficient AI skills and knowledge to understand the risks and opportunities”



“We have clearly communicated to employees how AI affects their roles and careers”

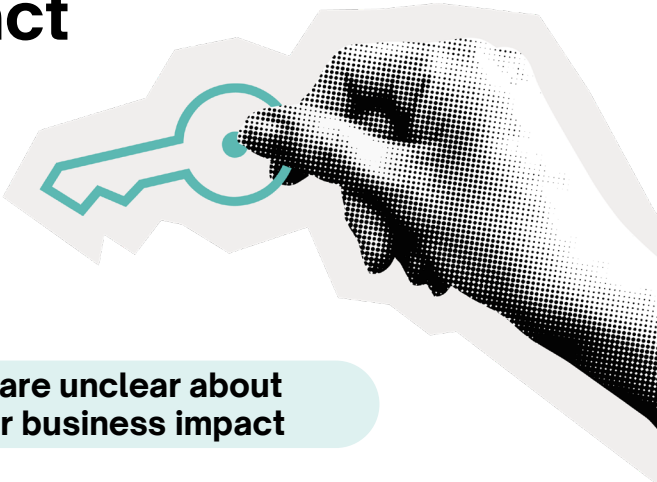
More effective use of data would help leaders to set the future direction of the company

Leadership is extremely or very effective at using workforce and skills data for:



Workers are not clear on how they contribute to organizational success and the skills required to create business impact

Organizations that educate workers about how their skills contribute to success establish a clear purpose and build strong trust foundations. It means giving employees the information and tools to maximize personal growth and involving them in job redesign. But not enough organizations are enabling employees to take control of their career development: only one-third of workers are able to measure the impact of their work.



Leaders are falling short on:

Education



“Employees understand how their work contributes to our organization’s purpose and success”

Capabilities



“We are piloting or have implemented significant measures to improve formal upskilling”

Empowerment



“We are involving employees directly in job redesign to make roles more flexible and future-ready”

And workers are unclear about how to deliver business impact

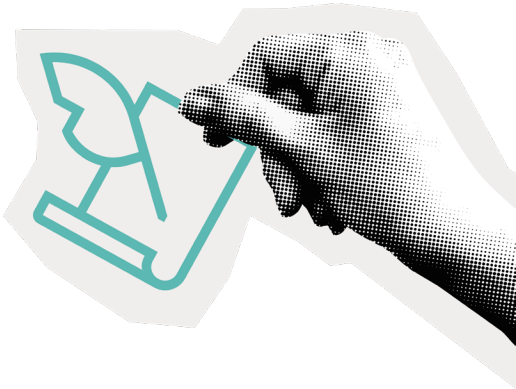


of workers say they’re confident that they can measure the impact of their work*

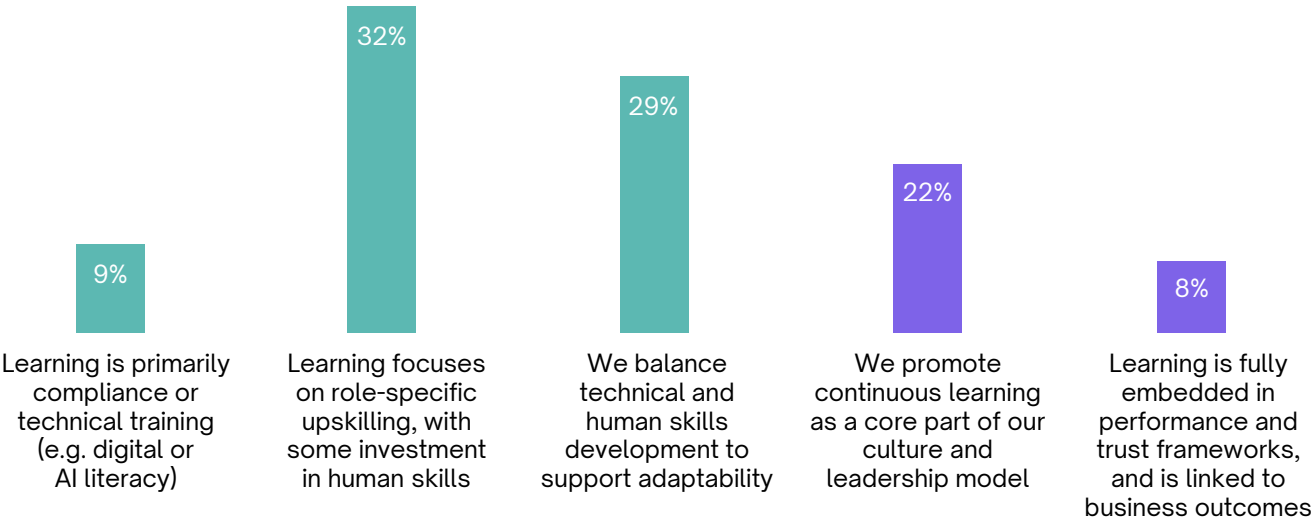
Q17. To what extent do you agree with the following statements about your company’s people and talent strategy?; Q14: In which of the categories listed are you carrying out significant initiatives to improve your people and talent strategy? Piloting or successfully implemented summary. Q8. To what extent has your organization deployed the following measures to build workforce trust in AI and automation?; *The Adecco Group, October 2025, ‘Humanity at work: How to thrive in the AI era Q24: Which of the following changes are taking place in your organization’s leadership model?

Companies that take a strategic approach to learning build trust and encourage soft skills development

As the lifespan of skills shrinks and careers lengthen, workers need to feel confident that they can adapt to rapidly evolving environments. Companies that link learning to a clear purpose give employees the clarity they need to develop targeted capabilities. This group has seen an increase in high-value technology and human skills over the past 12 months.



Less than one-third of companies underpin purpose with a strategic approach to learning and development



Not strategic

Highly strategic

Companies that take a strategic approach to learning and trust have increased technology and human skills over the past 12 months

Ranking

Skills type

1

Data literacy

2

Digital literacy

3

Critical thinking

4

Creativity and innovation

4

Strategic thinking

Key learnings



1

Use data to provide jobs clarity

Responsible use of technology starts with demonstrating its impact on workers' lives. Use data to underpin robust decision-making and build employees' confidence that they can develop effectively for the future.

2

Empower workers to deliver impact

Establish a clear purpose that empowers employees to manage career pathways and deliver more value for the enterprise.

3

Create a continuous learning culture

Embed a strategic approach to learning that helps workers to develop agility and embrace change. Encouraging skills growth will equip workers with the capabilities they need to continuously adapt in a changing workplace.



3.

Measuring trust
aligns people and
AI implementation
to enhance agility



Summary



Trust can be a measurable driver of performance. Future-ready organizations treat trust as a strategic system, and they report stronger productivity gains from AI, higher workforce adaptability and greater business agility.

By using skills data transparently, communicating clearly and aligning talent strategy to future roles, future-ready organizations create a repeatable model for successful job redesign.

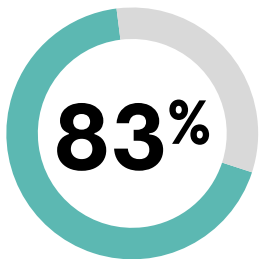
Underpinning soft skills such as innovation, creativity and problem-solving with the technical tools and insight to accelerate strategic progress is essential. Managed deliberately, trust becomes a competitive advantage.

Future-ready organizations are aligned and agile, and this helps them turn workforce uncertainty into strong business outcomes

Future-ready organizations demonstrate strong strategic alignment and enhanced agility at the leadership level, both of which help to build trust across the enterprise. The result is a highly productive and adaptable workforce that produces strong transformation outcomes.

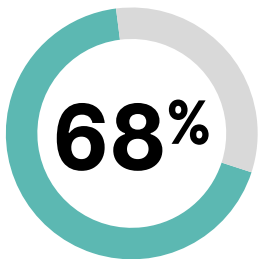
Future-ready organizations are:

Aligned



“Our leadership team is united on a common vision for the organization”

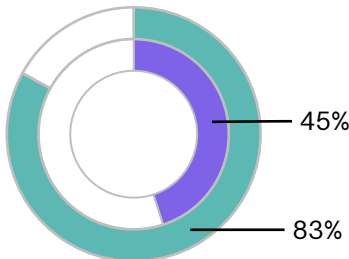
Agile



“Leaders effectively use data to align around strategic business decisions quickly”

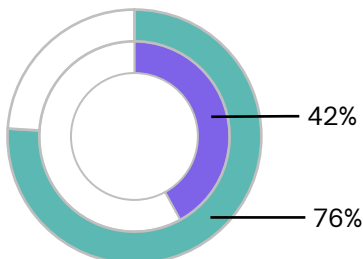
And this empowers their workforce to create more value for the enterprise

Productive



“Employees are saving more time by using AI than they were 12 months ago”

Adaptable



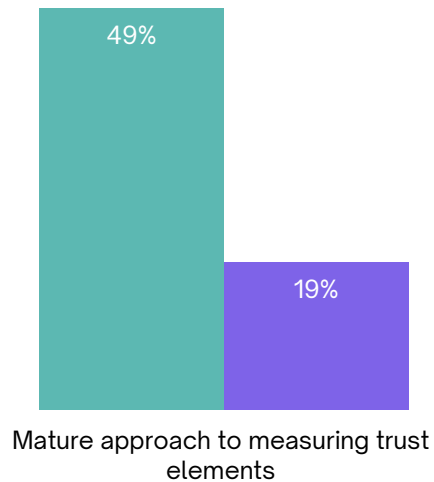
“Our workforce is highly adaptable”

■ Future-ready organizations ■ Other organizations

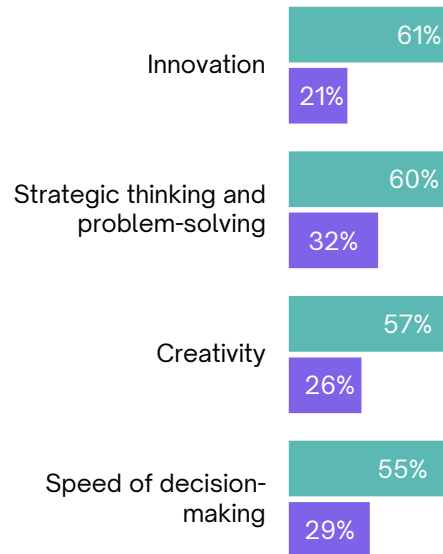
Future-ready organizations build trust systematically and track skills to align workers with the AI transformation strategy

Trust is a powerful commodity in AI implementation, and future-ready organizations are taking steps to extract maximum value from it. Formally measuring trust includes demonstrating to employees the impact of soft skills and this helps them to manage their own development. It also means taking a human approach to transformation that is enhanced by tools and technology.

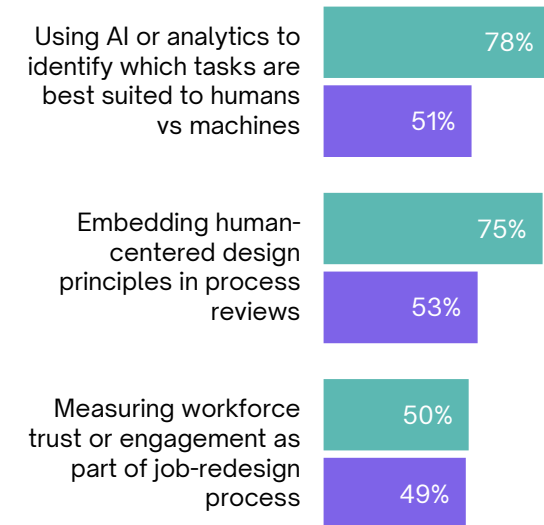
Future-ready organizations take a mature approach to measuring trust



They consistently measure soft skills to demonstrate employee impact



And they enhance a human-centric approach to transformation with technology



Future-ready organizations Other organizations

Measuring trust gives leaders in future-ready organizations a clear view of the tools and initiatives needed for human-AI job redesign

In future-ready organizations, leadership teams understand the value of trust and are pivoting toward a human-centric approach that aligns people and AI implementation. They are prioritizing skills data, communication, technology and tools to improve their people and talent strategy. This is a best practice approach that shows a clear way to redesign jobs as organizations prepare for a human-AI hybrid workforce.

Top four changes to future-ready organizations' leadership models

- 1.**
Leadership roles are being redesigned to balance human and AI decision-making
- 2.**
Leaders are expected to shift from managing to coaching
- 3.**
Leadership KPIs now include people-focused outcomes (e.g. trust, inclusion, wellbeing)
- 4.**
Leaders are involving employees directly in job redesign to make roles more flexible and future-ready

Future-ready organizations are piloting or have successfully implemented initiatives to:



Key learnings



1

Link capabilities to business outcomes

Track how skills such as creativity, strategic thinking and innovation are impacting the agility and productivity of the organization.

2

Embed a clear pathway for AI and human work

Build trust systematically and invest in the tools required to deliver more quickly on AI strategy. This will extract maximum value for both the workforce and business overall.

3

Prioritize a human approach to leadership

Integrate human metrics into leadership dashboards alongside financial performance and involve workers in the job redesign process.



Recommendations for leaders



Recommendations for leaders

Organizations that embed trust as a measurable leadership priority are better positioned to translate AI adoption into sustained productivity, agility and workforce confidence.



Align people and AI strategy - now

Communicate a clear AI roadmap that explains how technology supports strategic priorities and creates opportunity for employees.

Engage workers early to understand how roles, skills and career paths will evolve.

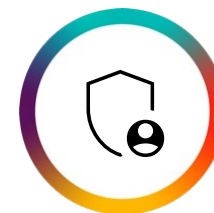
Demonstrate ethical, accountable leadership to sustain trust through change.



Demonstrate impact, while investing strategically in skills

Use workforce data to guide job redesign, targeted upskilling and internal mobility.

Invest in learning that supports future roles and strengthens adaptability.



Measure trust to improve agility

Measure trust, adaptability and human capabilities with the same discipline as financial performance.

Hold leaders accountable for the human impact of AI decisions.

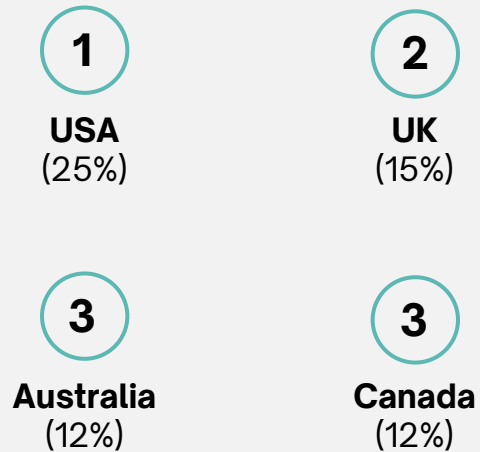
Appendix

Who are the future-ready organizations?

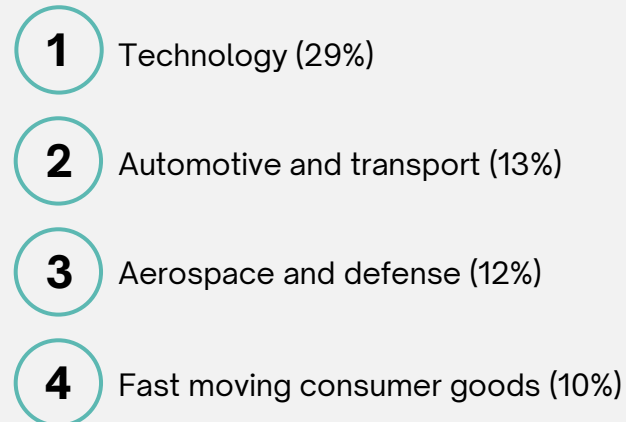
Future-ready organizations consistently show the right kinds of behaviours across a range of different geographies, industries and seniority, which makes their insights valuable to other organizations.

These types of organizations are most likely to be in the USA, and to work in the technology, transportation, automotive sectors. They are predominantly mid-sized companies, which means they are well positioned to redesign for change as they scale operations.

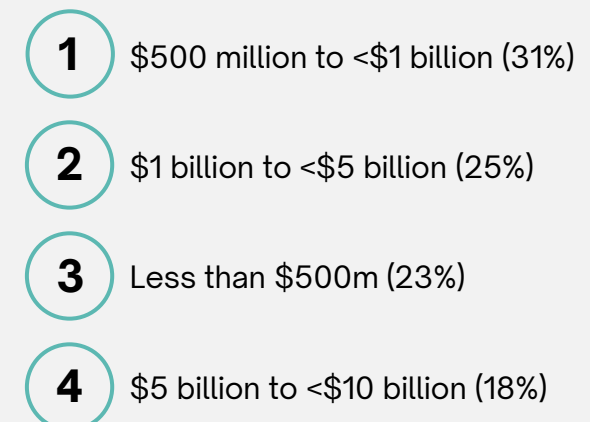
Where are they located?

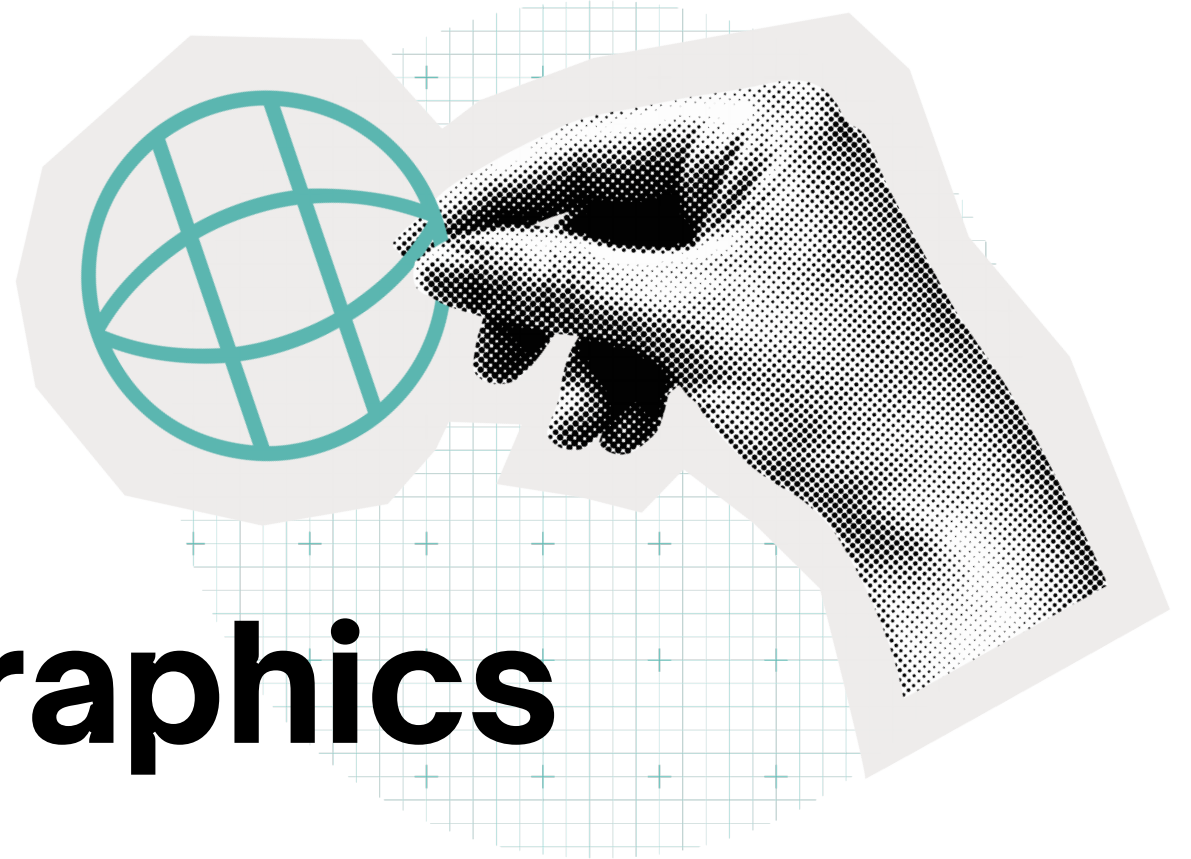


Which industries do they work in?



What is their annual revenue?

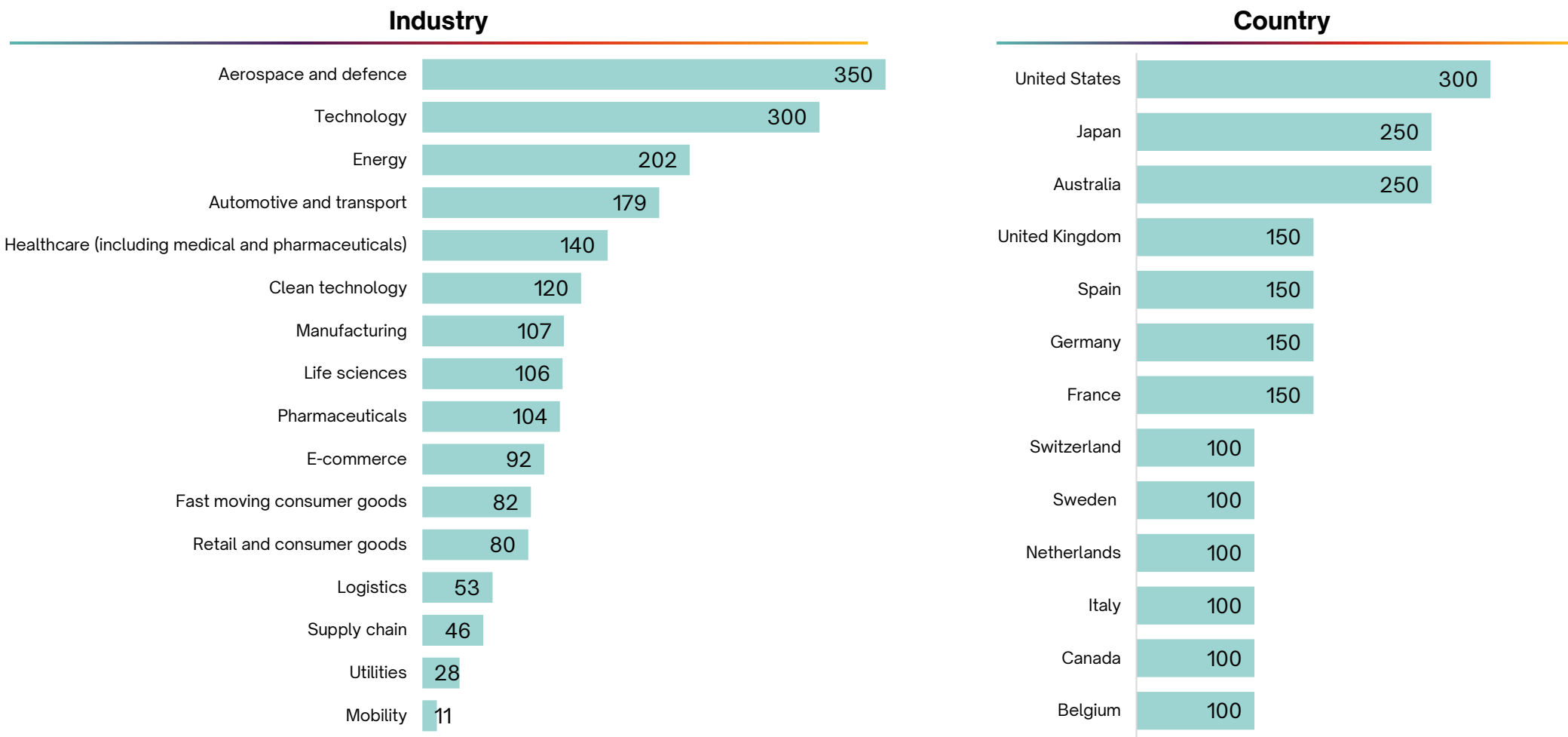




Demographics

Detailed demographics: Industry and location

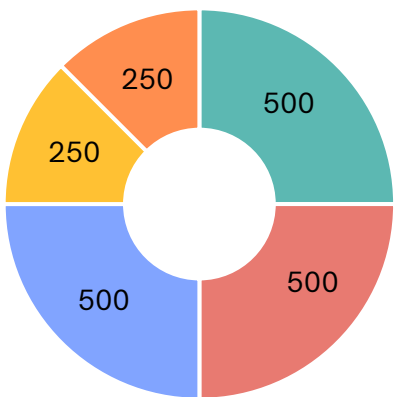
Total sample: 2,000



Detailed demographics: Leader profiles

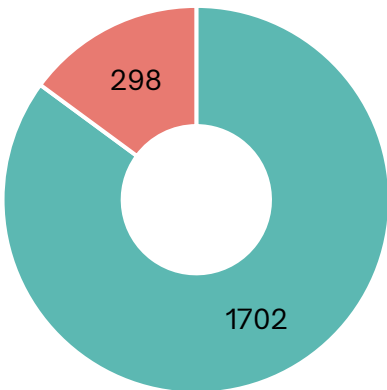
Total sample: 2,000

Executive function



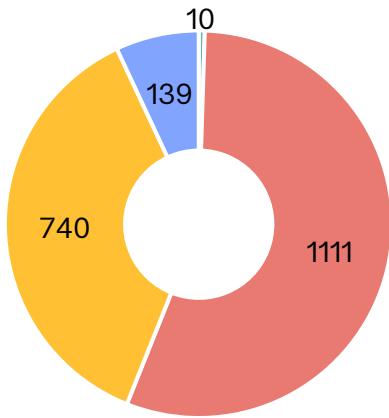
- Chief Executive Officer
- Chief Human Resources Officer
- Chief Technology Officer
- Chief Operating Officer
- Chief Financial Officer

Gender



- Male
- Female

Age

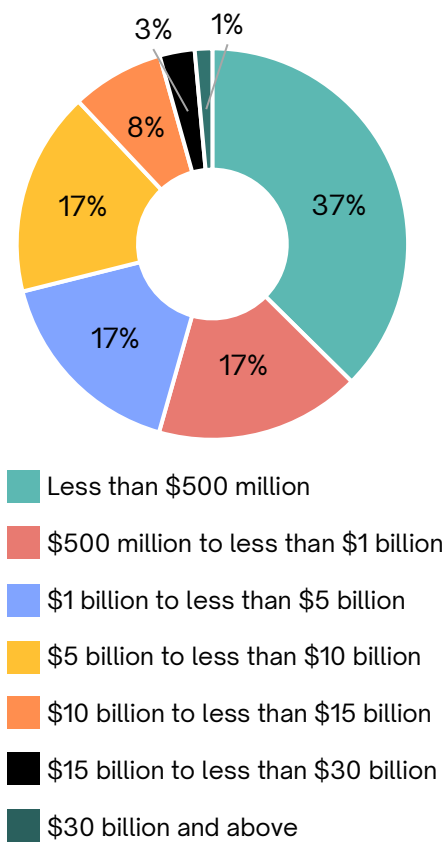


- 26-37
- 38-54
- 55-64
- 65+

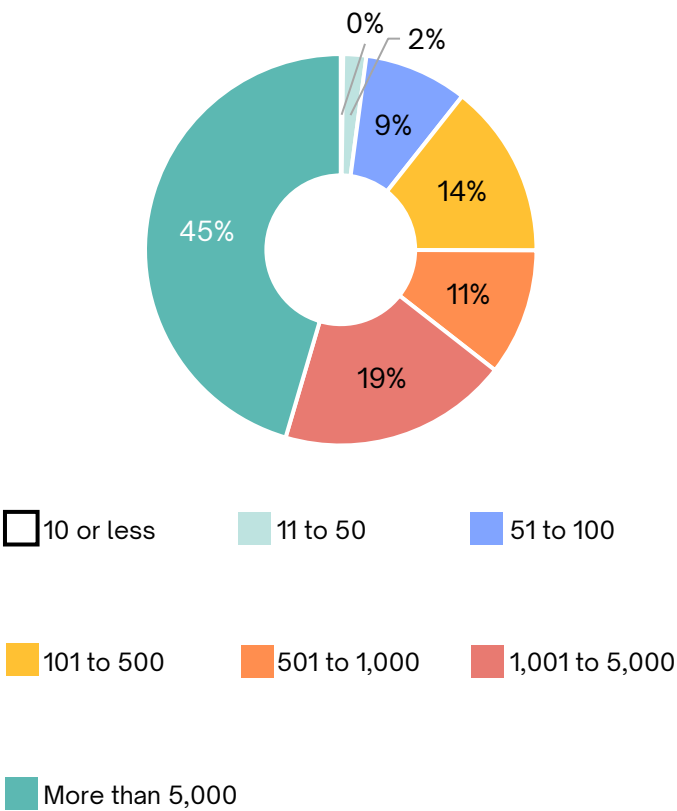
Detailed demographics: Company size

Total sample: 2,000

Company size

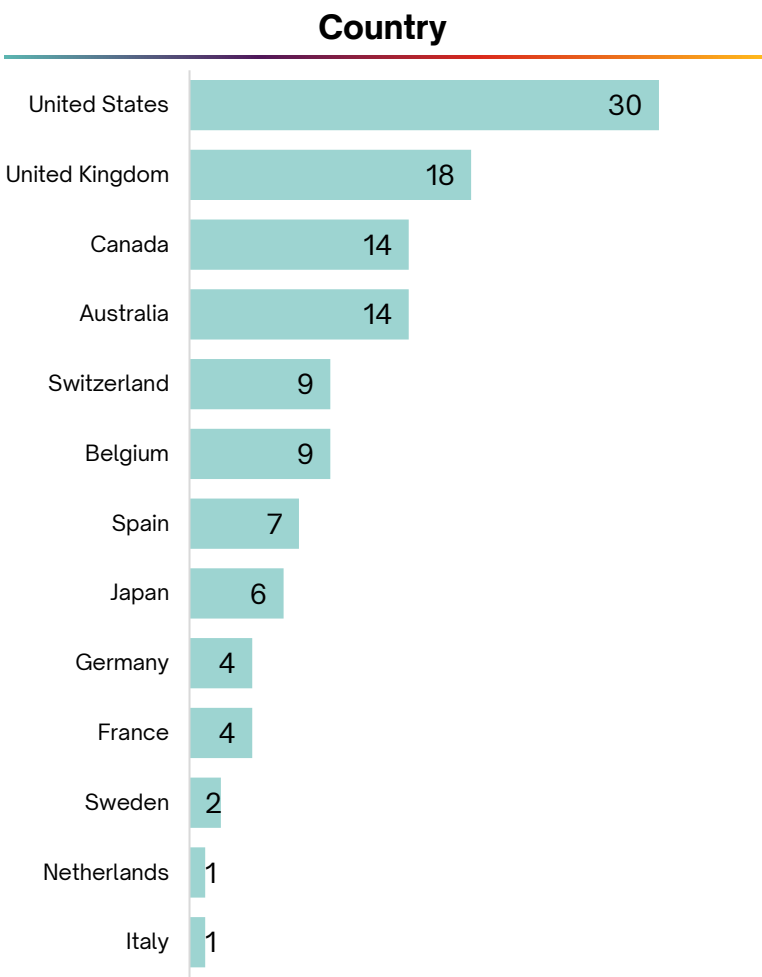
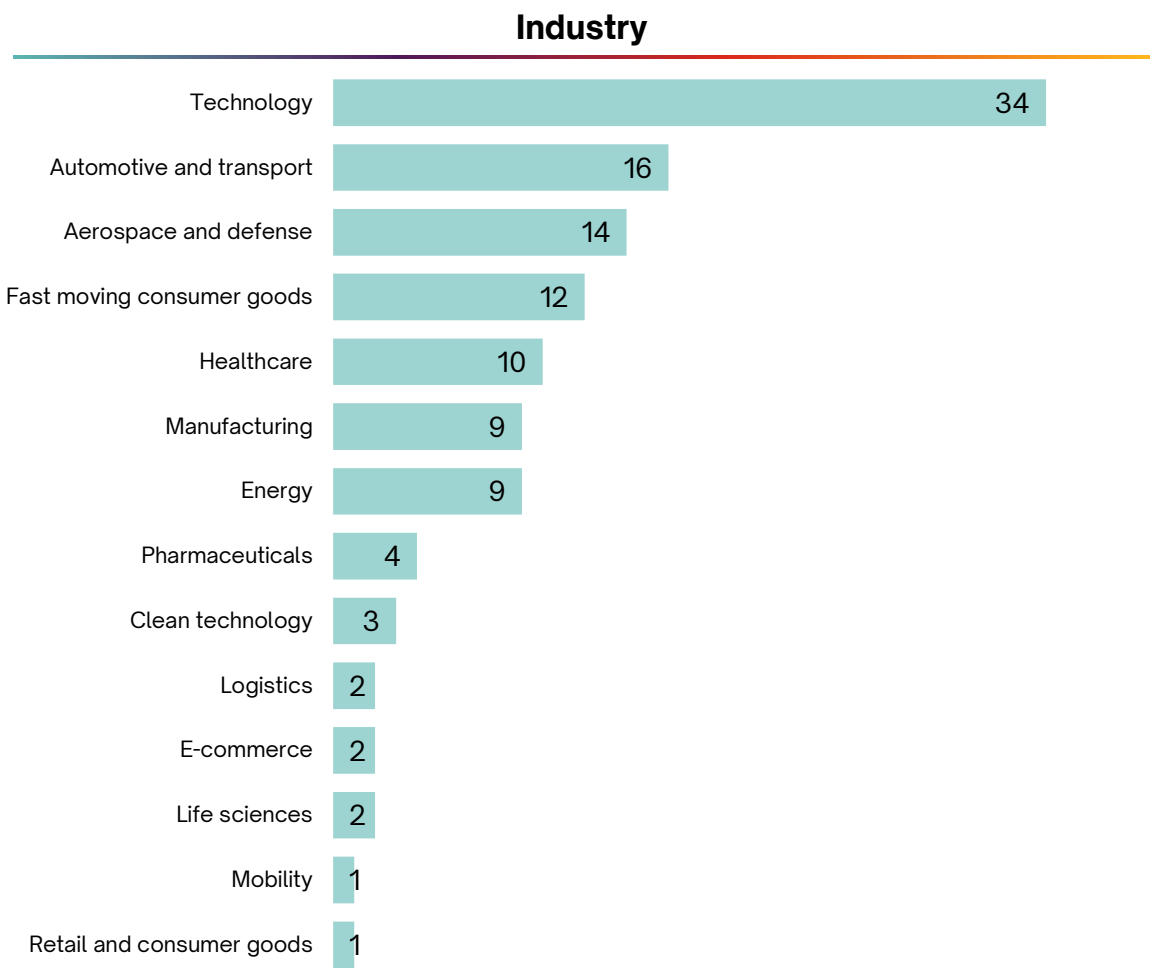


Company headcount



Future-ready organizations: Industry and location

Total sample: 2,000





Key findings by country

Australia

Sample size: 250



Trust – not just technology – determines who adapts successfully to AI disruption

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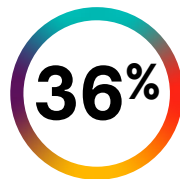
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Data, human oversight and a focus on skills accelerate transformation

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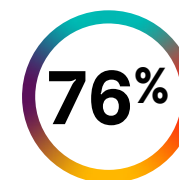
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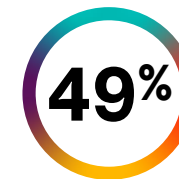
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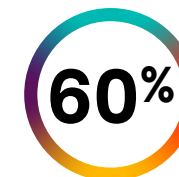
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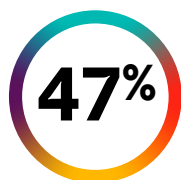
Belgium

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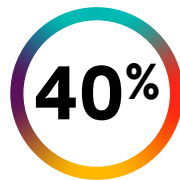
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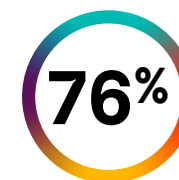
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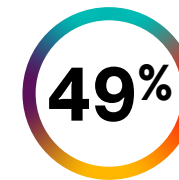
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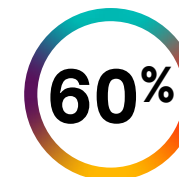
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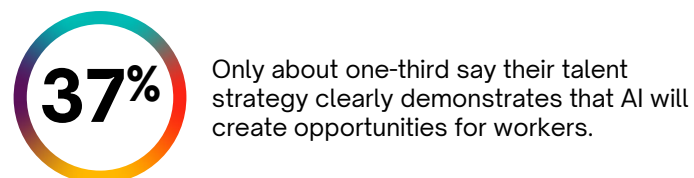
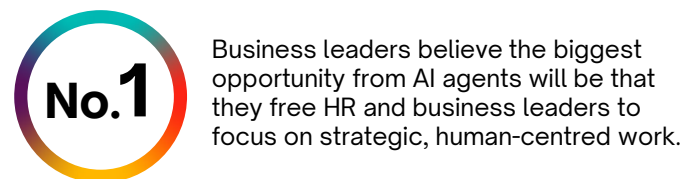
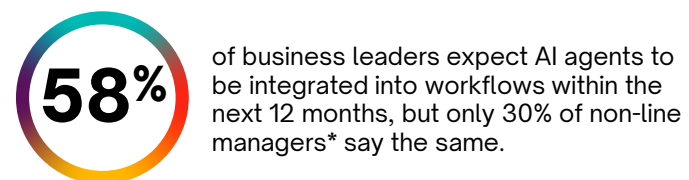
Canada

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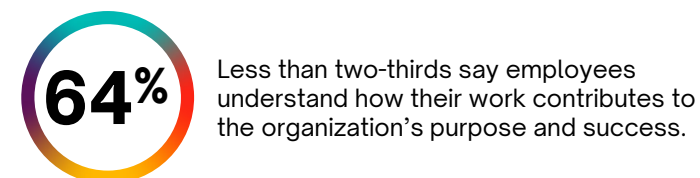
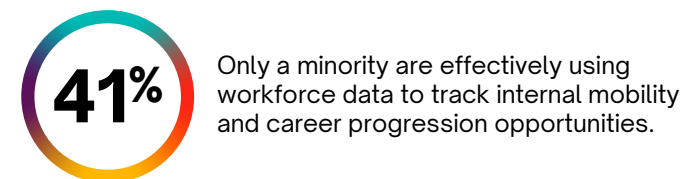
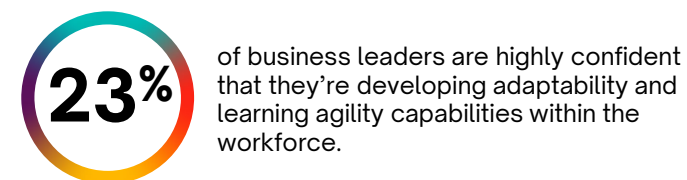
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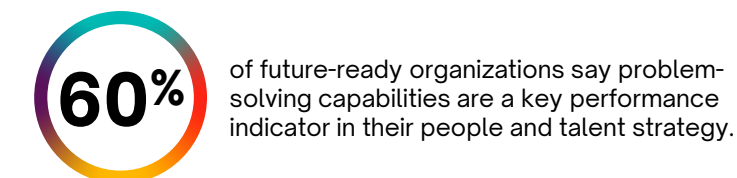
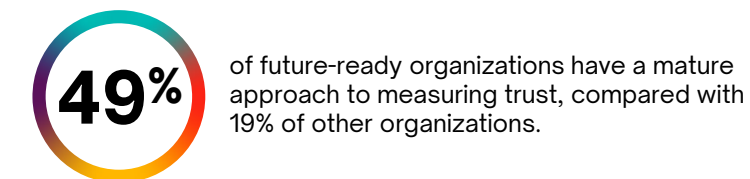
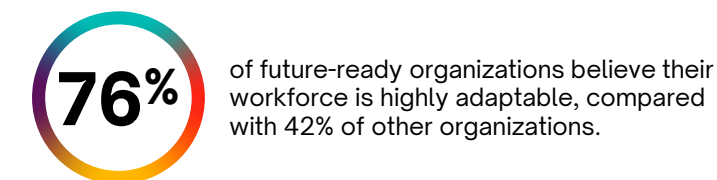
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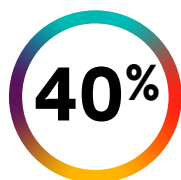
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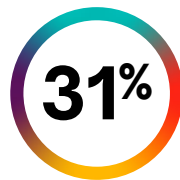
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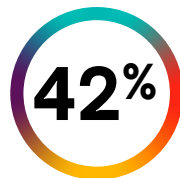
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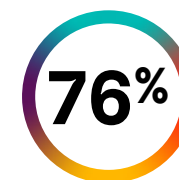
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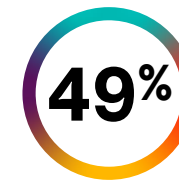
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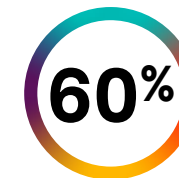
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Germany

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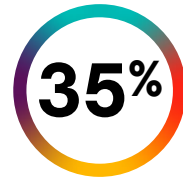
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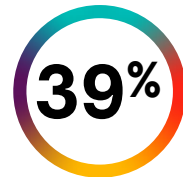
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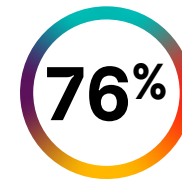
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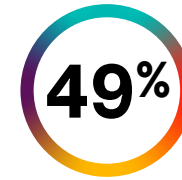
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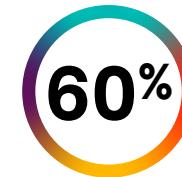
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Italy

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Japan

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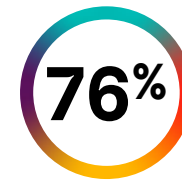
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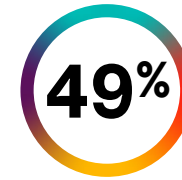
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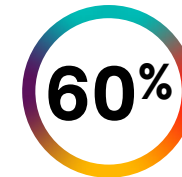
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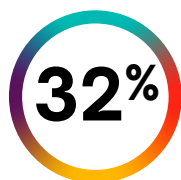
Netherlands

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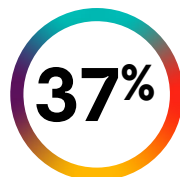
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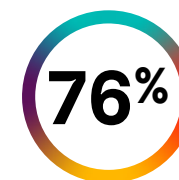
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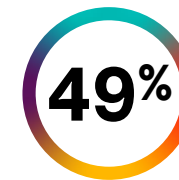
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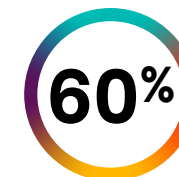
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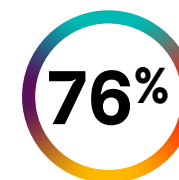
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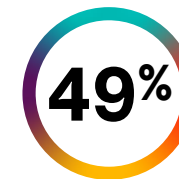
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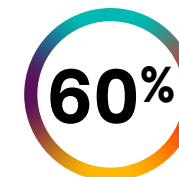
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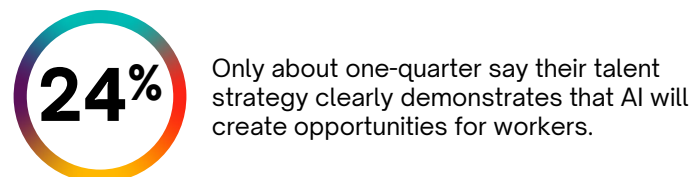
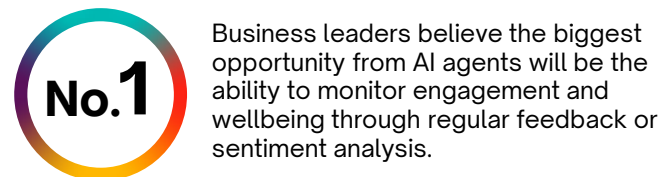
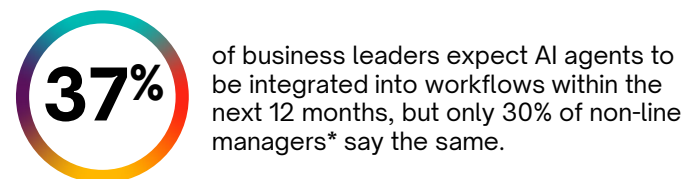
Sweden

Sample size: 100



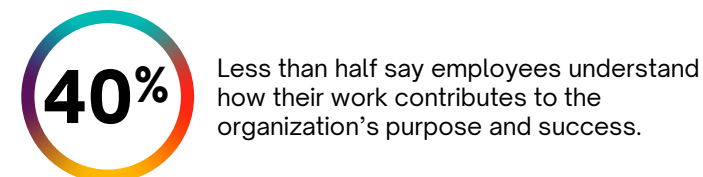
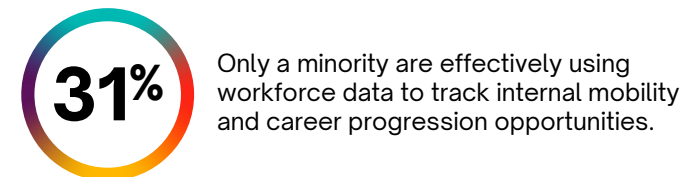
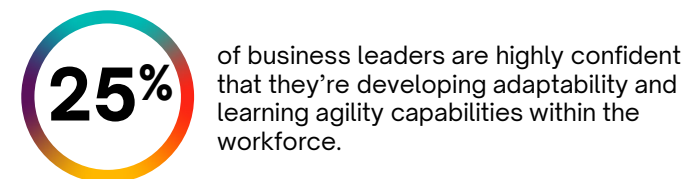
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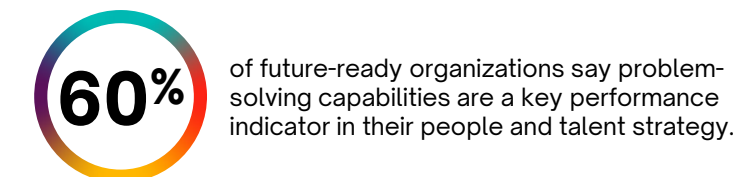
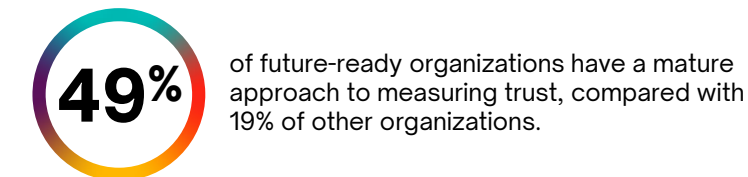
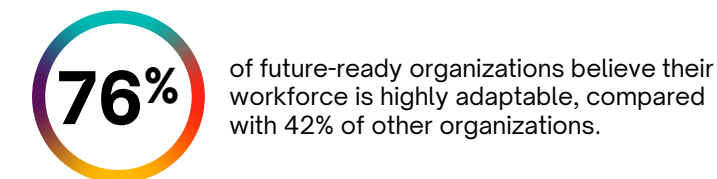
Data, human oversight and a focus on skills accelerate transformation

Workforce transformation is stalling because leadership is not communicating clearly or building confidence systematically. Without strategic clarity, workers are unable to identify their purpose and develop their skills in high-value areas. Business leaders must use data effectively to guide the talent strategy and equip workers with the insight to keep pace with change.



Measuring trust aligns people and AI implementation to enhance agility

Future-ready organizations systematically build trust to drive measurable value. They track soft skills such as problem-solving and creativity, and they report increased business agility; AI productivity gains; and a more adaptable workforce. Combined, these accelerate enterprise transformation in the age of AI.



Switzerland

Sample size: 100



Trust – not just technology – determines who adapts successfully to AI disruption

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United Kingdom

Sample size: 150



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Business leaders believe the biggest opportunity from AI agents will be that they enable employees to manage career growth and learning.



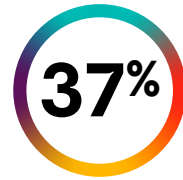
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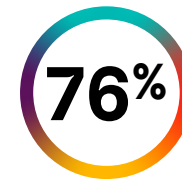
Only a minority are effectively using workforce data to track internal mobility and career progression opportunities.



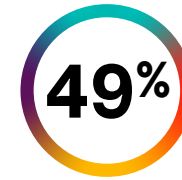
Only half say employees understand how their work contributes to the organization's purpose and success.

Measuring trust aligns people and AI implementation to enhance agility

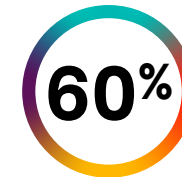
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United States

Sample size: 300



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Business leaders believe the biggest opportunity from AI agents will be that they automate routine HR tasks to improve efficiency.



Fewer than half say their talent strategy clearly demonstrates that AI will create opportunities for workers.

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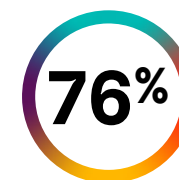
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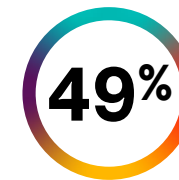
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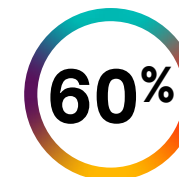
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Key findings by industry

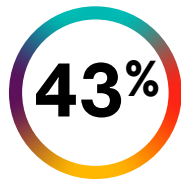
Aerospace and defense

Sample size: 350



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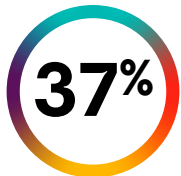
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Business leaders believe the biggest opportunities from AI agents will be that they enable employees to self-manage career growth, and can monitor engagement and wellbeing through regular feedback or sentiment analysis.



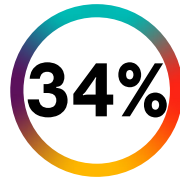
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Data, human oversight and a focus on skills accelerate transformation

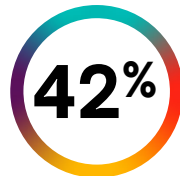
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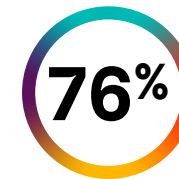
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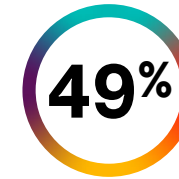
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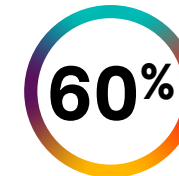
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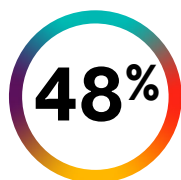
Automotive, transport, logistics, mobility and manufacturing



Sample size: 350

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48% of business leaders expect AI agents to be integrated into workflows within the next 12 months, but only 30% of non-line managers* say the same.



No.1 Business leaders believe the biggest opportunity from AI agents will be that they automate routine HR tasks to improve efficiency.



36% Only about one-third say their talent strategy clearly demonstrates that AI will create opportunities for workers.

Data, human oversight and a focus on skills accelerate transformation

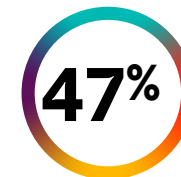
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24% of business leaders are highly confident that they're developing adaptability and learning agility capabilities within the workforce.



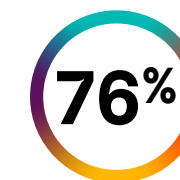
31% Only a minority are effectively using workforce data to track internal mobility and career progression opportunities.



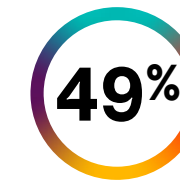
47% Less than half say employees understand how their work contributes to the organization's purpose and success.

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76% of future-ready organizations believe their workforce is highly adaptable, compared with 42% of other organizations.



49% of future-ready organizations have a mature approach to measuring trust, compared with 19% of other organizations.



60% of future-ready organizations say problem-solving capabilities are a key performance indicator in their people and talent strategy.

Healthcare, life sciences and pharma

Sample size: 350



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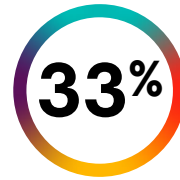
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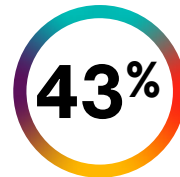
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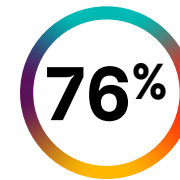
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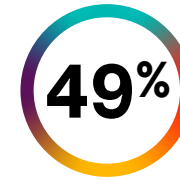
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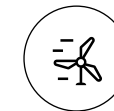
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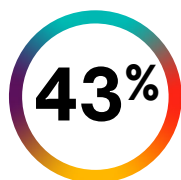
Energy, clean technology and utilities

Sample size: 350



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43% of business leaders expect AI agents to be integrated into workflows within the next 12 months, but only 30% of non-line managers* say the same.



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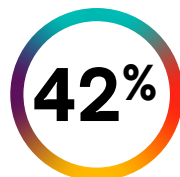
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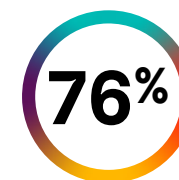
29% Only a minority are effectively using workforce data to track internal mobility and career progression opportunities.



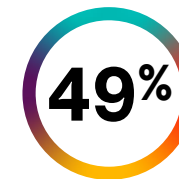
42% Less than half say employees understand how their work contributes to the organization's purpose and success.

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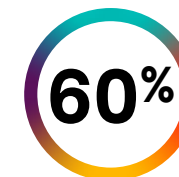
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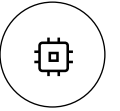
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Technology

Sample size: 300



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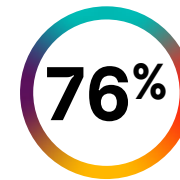
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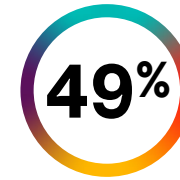
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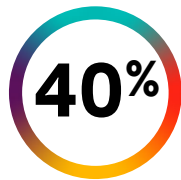
FMCG, e-commerce, RCG and supply chain

Sample size: 300



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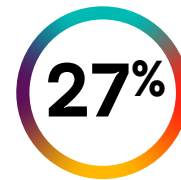
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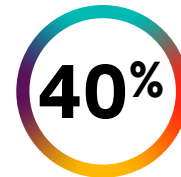
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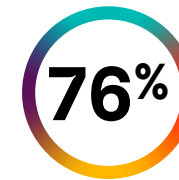
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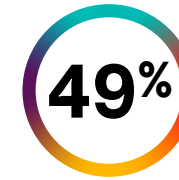
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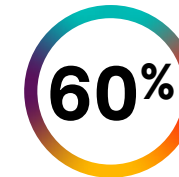
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