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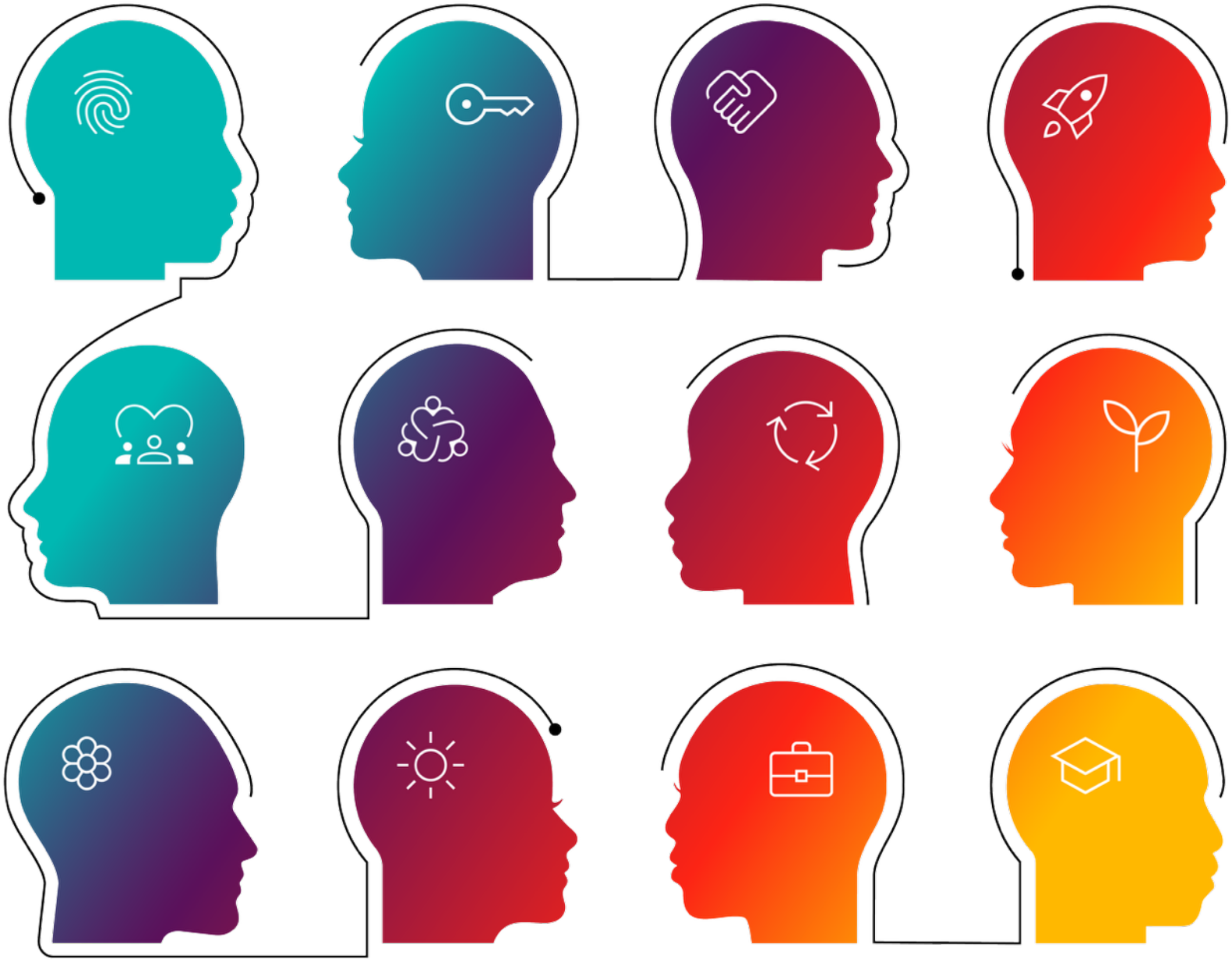
Humanity at work

How to thrive in the AI era



Global Workforce of the Future 2025

Contents

About the research

Foreword from our CEO

Key findings

1. Workers are embracing AI, but to build resilience they need a clear purpose
2. Employees must understand the value of their work to maximise skills development
3. Human connection builds trust for a responsible redesign of work

Recommendations for organisations

Appendix

About the research

The Adecco Group's Global Workforce of the Future research investigates the changing world of work from the employee perspective. This edition focuses on understanding current perceptions of AI and examines worker expectations for the redesign of jobs.

The Adecco Group surveyed:

37,500 workers

across

31 countries

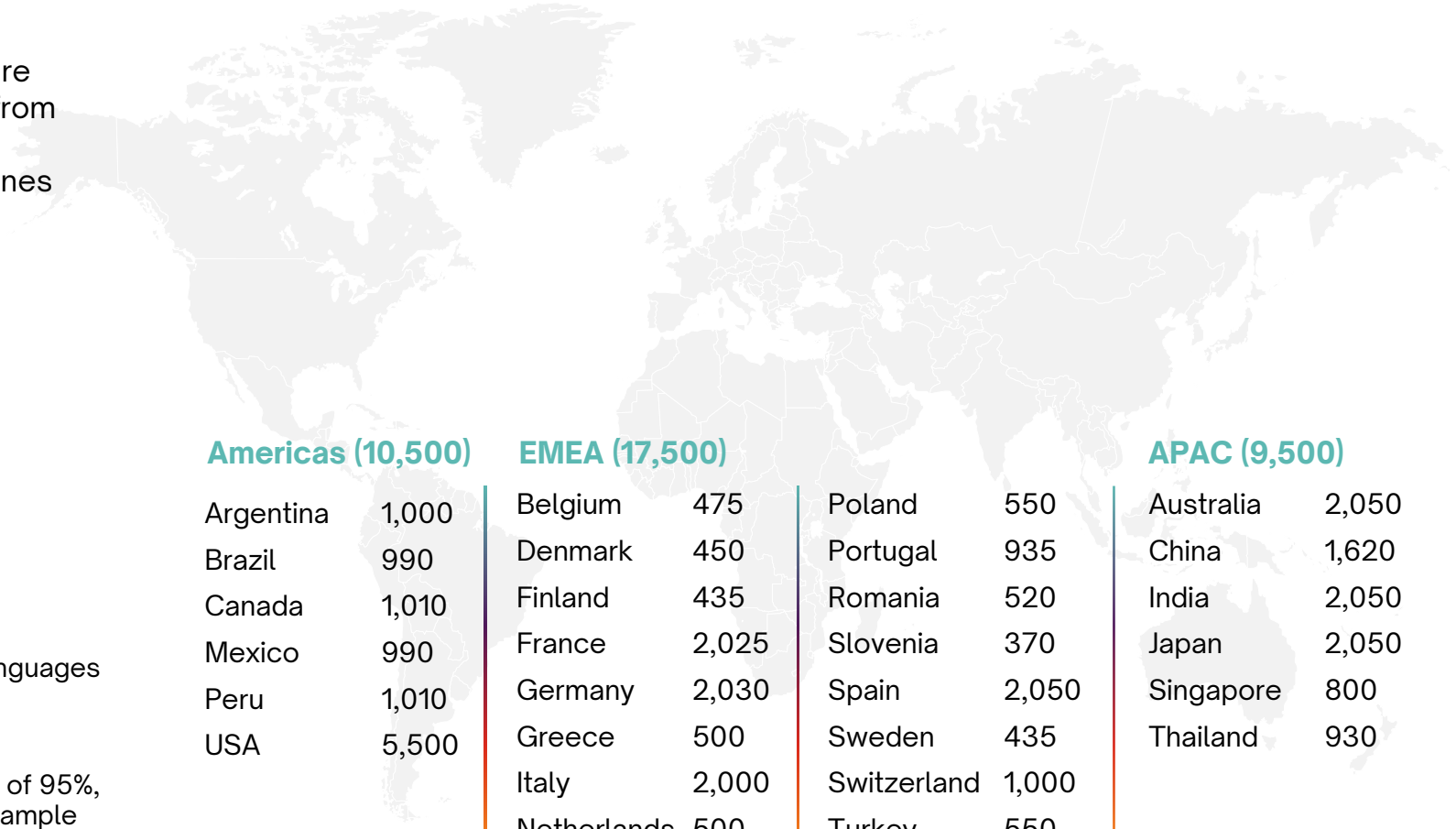
and

21 industries

Fieldwork was conducted June to August 2025 in local languages via an online, self-administered survey lasting 18 minutes on average.

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.



Americas (10,500)	
Argentina	1,000
Brazil	990
Canada	1,010
Mexico	990
Peru	1,010
USA	5,500

EMEA (17,500)			
Belgium	475	Poland	550
Denmark	450	Portugal	935
Finland	435	Romania	520
France	2,025	Slovenia	370
Germany	2,030	Spain	2,050
Greece	500	Sweden	435
Italy	2,000	Switzerland	1,000
Netherlands	500	Turkey	550
Norway	475	UK / Ireland	2,200

APAC (9,500)	
Australia	2,050
China	1,620
India	2,050
Japan	2,050
Singapore	800
Thailand	930

Meet our respondents

Employed at the time of survey, across a wide range of job functions

Nationally representative across age and gender

Industries:

Aerospace and Defence	(776)
Automotive and Transport, Logistics, Mobility and Manufacturing	(9,817)
Healthcare and Life Sciences	(3,800)
Energy, Clean Technology and Utilities	(1,793)
Technology	(4,168)
FMCG, E-commerce, Retail and Consumer Goods and Supply Chain	(6,931)

77% Respondents with supervisory responsibilities account for three-quarters of the sample

48% Nearly half of respondents are agency workers

85% Respondents are mostly white-collar workers (85% vs 15% blue-collar workers*)

20% One-fifth of respondents are tech experts^

92% Respondents are mostly employed full time (35 hours per week vs. 4% employed part time, up to 35 hours per week)

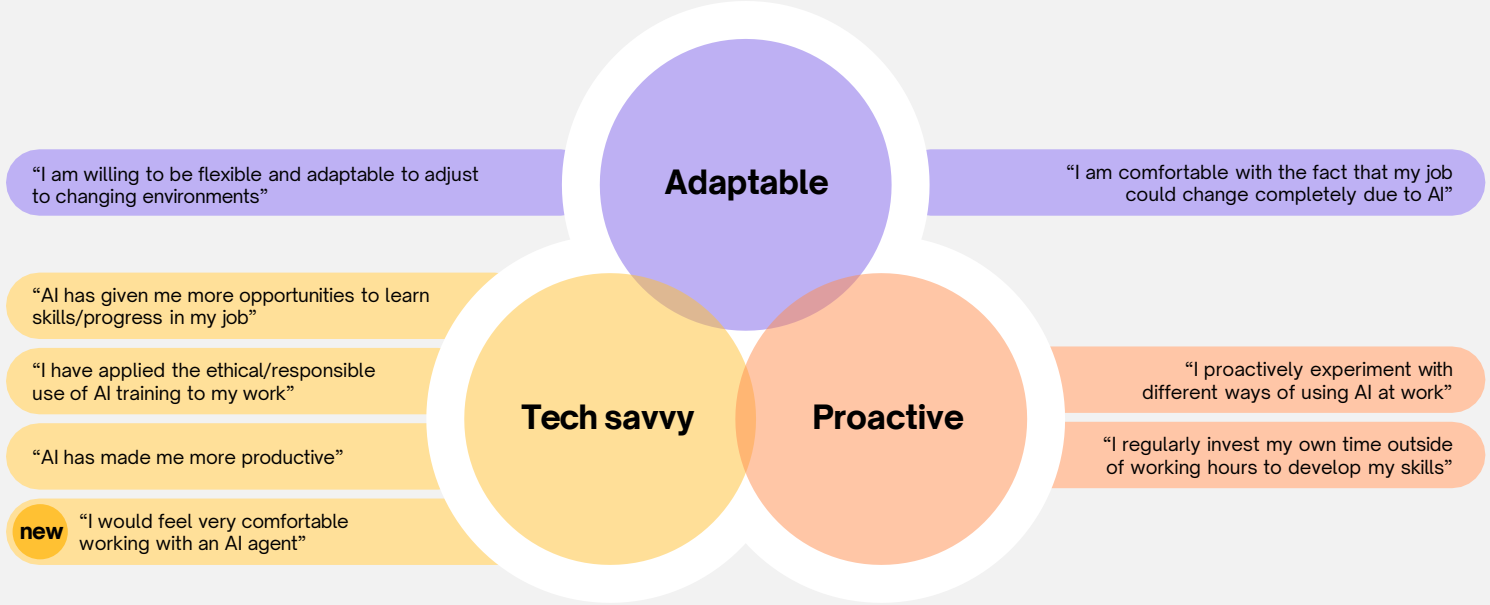
*Blue-collar, e.g., manual labour or skilled trades; white-collar e.g., office based, professional or administrative.
We do not include in either white-collar or blue-collar groups employees who work in service-oriented or caregiving professions, such as nursing, teaching and retail.
^Tech experts are defined as those who work in design, development and/or engineering in certain roles.
(See Appendix for more details).

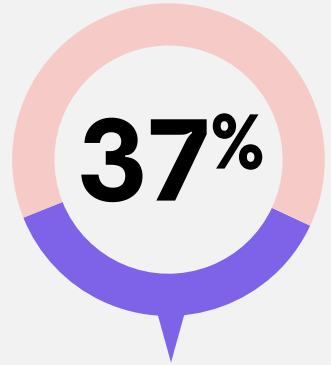
Future-ready worker definition and model

Our previous research, ‘Working through change: Adapting to an AI-driven world of work’ (October, 2024) identified a minority group of employees who are equipped to navigate an uncertain workplace and maximise career opportunities as they emerge. This type of worker is adaptable and willing to be flexible with their career plans. They embrace new technologies and they have versatile skills. Most importantly, this group aren’t simply found – they are supported by their employers to become high-performing talent. Respondents that agree to all eight statements qualify as a ‘future-ready worker’, and they currently make up about one-third of the workforce (up from 11% last year).

In this report, we draw on insights from future-ready workers to provide actionable examples for employers that could help to cultivate a resilient, adaptable workforce. For more information about the model, please access the Adecco Group’s ‘Future-ready workers: building adaptability in the age of AI’ article here.

The Adecco Group’s future-ready worker model





of the sample are ‘future-ready workers’

Foreword from our CEO

Denis Machuel
CEO, the Adecco Group

In 2025, the workforce is more confident, ambitious and ready for AI.

Our research shows that three in four employees view AI as an opportunity, not a threat. However, without a sensitive, human-first approach, there is a risk that the workforce is destabilised before it reaps the benefits AI can bring.

Organisations are walking a tightrope.

On one hand, there's real excitement about what AI can do. On the other, there's a need to set honest expectations about how it will change jobs in the long run. Getting this balance right means involving employees in the journey not just as technology adopters, but as co-creators of the future of work.

AI and technology play an enabling role, but it's clear they must be aligned with human needs, recognising how a sense of purpose at work correlates directly to feelings of value and belonging.

Our research shows that workers won't wait around if they don't understand how or where they fit in as AI continues to quickly reshape the workforce - and they're not afraid to seek what they're missing elsewhere.

Retaining talent and building a future-ready workforce depends on designing work in partnership with employees, embedding accessibility and fairness and using robust data foundations to ensure trust and transparency.

Redesigning roles successfully will depend on open collaboration between employers and employees. Leaders have a responsibility to clearly communicate their vision, showing how people and AI in harmony can contribute meaningfully to the organisation's goals. Getting this right will drive human and business agility in the changing world of work.

As tasks and roles evolve with technology, **purpose**, **value** and **trust** anchor our humanity in the workplace.

There is no substitute for human connection. It will be people – not technology – who build resilient, adaptable workforces fit for the future.

We truly believe AI can be a bridge to opportunity and this research supports our optimism.

Key findings

Workers are embracing AI, but to build resilience they need a clear purpose

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

76% believe that AI is creating more jobs and 70% say that jobs are evolving. Just 23% have seen or anticipate job displacement

99% of those who say they feel a strong sense of purpose at work every day plan to stay for the next 12 months, compared with 53% of those who never feel a strong sense of purpose

No 1 Employees say that having a better understanding of the company strategy is the best way to create a stronger sense of individual purpose, alongside understanding the impact of AI on their work and more professional growth opportunities

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Future-ready workers are more likely to receive guidance on how to deliver high-value work. This clarity enables them to target skills development towards areas that create value for both themselves and the organisation.

2 hrs The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality

36% Only about one-third of employees can confidently measure the impact of their work

+12% points Future-ready workers are far more likely than mainstream workers to say they intend to take greater control over their skills development

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Employees are enthusiastic about new ways of working, but it's essential that employers use collaboration, transparency and targeted communication to build trust that they will deliver a better work experience for all.

55% expect their employer to integrate AI agents into their workflow in the next 12 months

41% of future-ready workers are involved by their employers in the design of work being reshaped by AI, compared with 24% of mainstream workers

6.6 out of 10 is the AI trust score for future-ready workers, compared with a score of 3.3 out of 10 for mainstream workers

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1.

Workers are embracing AI, but to build resilience they need a clear purpose

Global Workforce of the Future 2025

Summary

More workers expect AI to create job opportunities than job losses, and a majority say that AI has increased their confidence. Employers have a responsibility to manage expectations about AI impact while capitalising on workers' current enthusiasm for change.

Workers are building new capabilities with AI. Not only are they working differently and learning new skills, but they also say that the technology enables them to complete tasks that wouldn't be possible without AI.

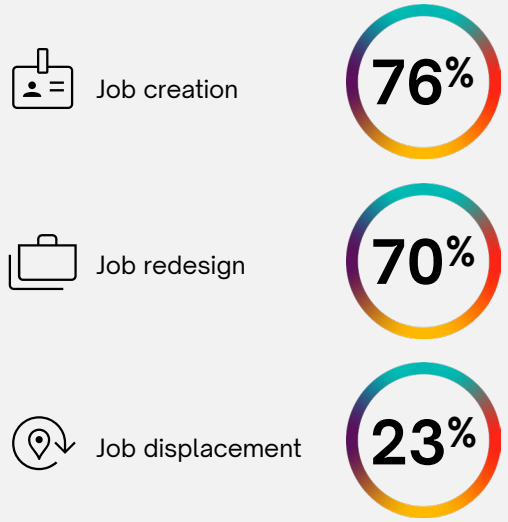
Career development opportunities strengthen purpose, and make employees more adaptable and better able to contribute to the organisation's long-term strategy. If workers do not feel a sense of purpose, they are more likely to leave their employer.

AI is front of mind as workers seek to understand its impact on work

When asked which megatrends have the most influence over their working life, workers' top three answers all involved AI – overtaking economic uncertainty and flexible working. Workers are unclear about the eventual impact of AI: more than three-quarters have a high level of optimism and expect to see new jobs in their industry, while a quarter expect to lose their job and are seeking reassurance. Employers have a responsibility to educate workers about the true impact of AI, and as workers' understanding improves be prepared to meet demands for training and skills development.

Which of the following megatrends have the most influence on your working life?	2025 rank	2024 rank
Generative artificial intelligence	1 ▲	5
Artificial intelligence	2 ▲	4
AI agents	3	-
Flexible ways of working	4 ▼	2
Mental health and wellbeing in the workforce	5	-
Evolving requirements from leadership	6	-
Automation	7	=6
Economic uncertainty	8 ▼	1
Digitisation	9 ▼	3
Geopolitical uncertainty	10	10
Transition to a green economy	11	9
Talent scarcity or skills shortages	12 ▼	=6
Business uncertainty	13 ▼	8

Workers expect job evolution far more than job displacement – are they underestimating AI's true impact?



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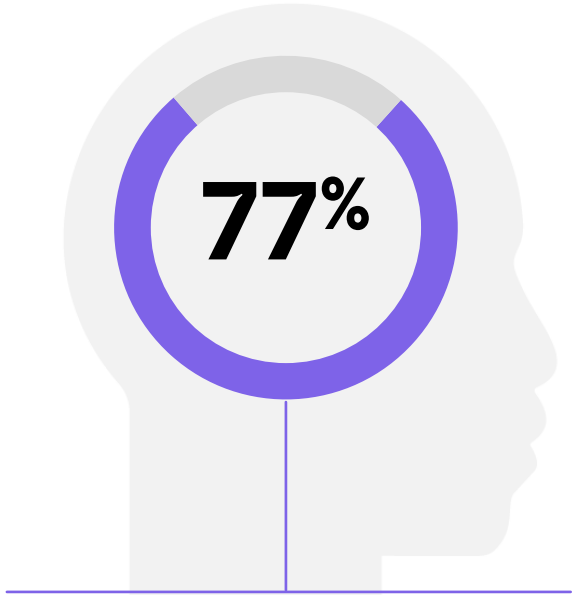
Q1: Which of the following megatrends have the most influence on your working life? Summary total: Have the most influence on my working life=37,500 | Q12: Has AI impacted your work in the following ways? Total = 37,500

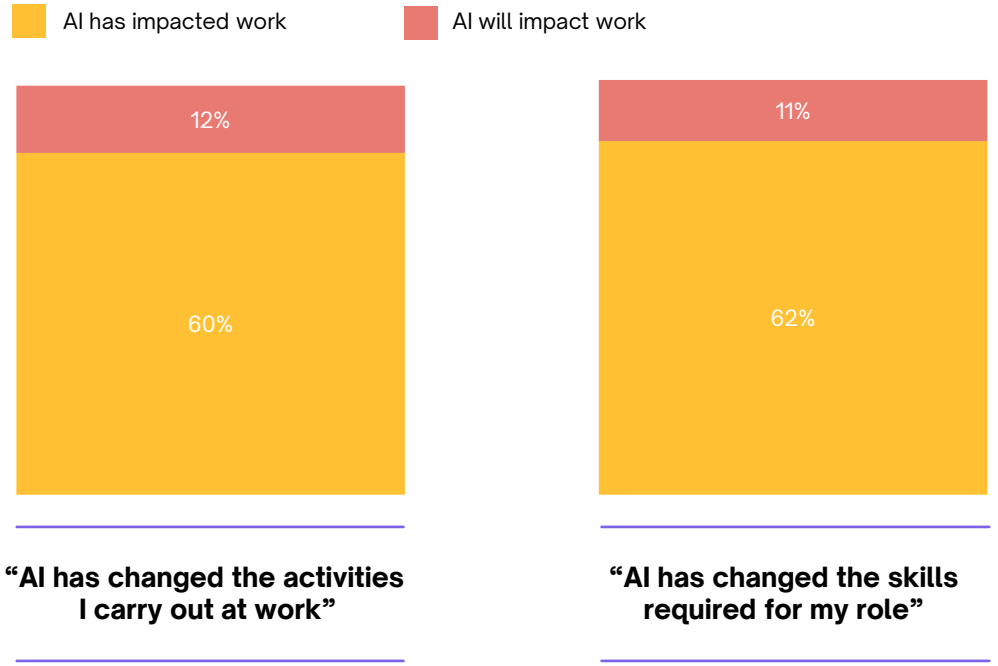
Employees are expanding their capabilities as they adjust to the job-redesign phase of AI

Workers seem to be largely embracing the changes caused by AI, with 77% saying that AI has allowed them to perform tasks they couldn't do before they had access to the technology. This is positive, because nearly three-quarters say that AI has already changed – or they expect it to change – the activities they do and the skills they require for their role.



of workers say AI allows them to perform tasks that they couldn't do beforehand without AI

Three-quarters of workers say AI has already changed or will change their work



"AI has changed the activities I carry out at work"

"AI has changed the skills required for my role"

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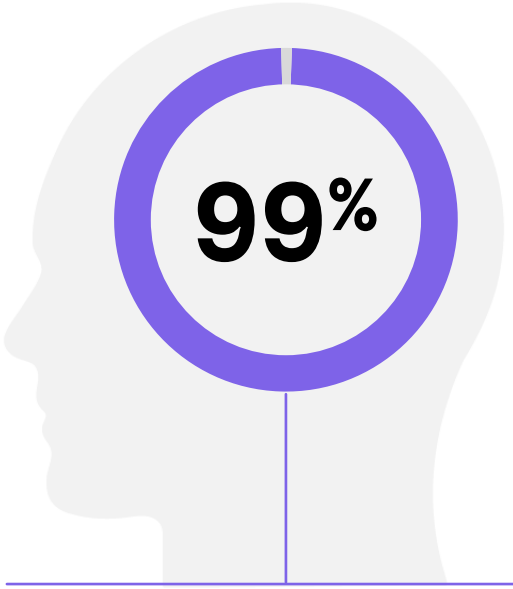
Q12: Has AI impacted your work in the following ways? AI has changed the skills required for my role=37,500; AI has changed the activities I carry out at work=37,500
Q11: To what extent do you agree/disagree with the following statements about the influence of AI at work? Agree summary total = 37,500

Workers want to be educated about the future of AI to give them confidence in their purpose and their career prospects

Individual purpose is shaped by a combination of factors. Workers want to understand how AI will impact their role and how the work they do contributes to their organisation's strategy, and they want to be able to develop their skills accordingly. Workers with a strong sense of purpose are more likely to stay with their employer. To boost retention, employers must help workers to understand how they fit into the future of the company.

	Which of the following are most likely to create a stronger sense of purpose for you at work?
=1	**A better understanding of the impact of AI on the work I do**
=1	**A better understanding of the company strategy**
=1	**More professional growth opportunities**
4	A stable and supportive team
=4	More involvement in shaping how my job is changing due to AI
6	A stronger personal connection to my employer's purpose and values
7	Contributing to technological/product innovation at my company
=7	More job security
9	More meaningful work
10	Clearer organisational purpose and values
11	More leadership transparency
=11	A stronger company culture



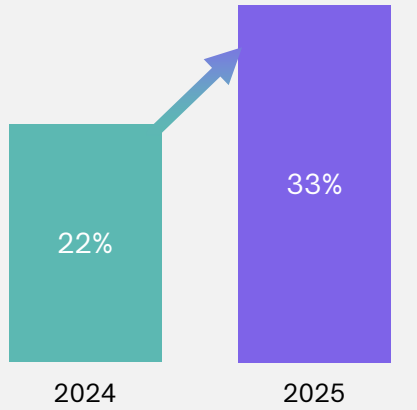
of those who say they feel a strong sense of purpose at work every day plan to stay for the next 12 months, compared with 53% of those who never feel a strong sense of purpose

Q34: Which of the following are most likely to create a stronger sense of purpose for you at work? Rank 1–3 summary: those who don't feel a strong sense of purpose at work every day: total=20,242 | Q15: Thinking about your professional plans in the next 12 months, which of the following best applies to you? Those who feel a strong sense of purpose at work every day=17,258; those who never feel a strong sense of purpose at work=367

Knowledge-sharing, upskilling and career development tools instil purpose and build resilience for future workplace change

Workers are more ambitious than ever – they are far more likely to expect employers to facilitate progression than they were last year. Employers can foster a sense of purpose by supporting career growth, and by setting the direction for AI training and development by communicating strategic intent at a company level that empowers workers to focus on high-value areas.

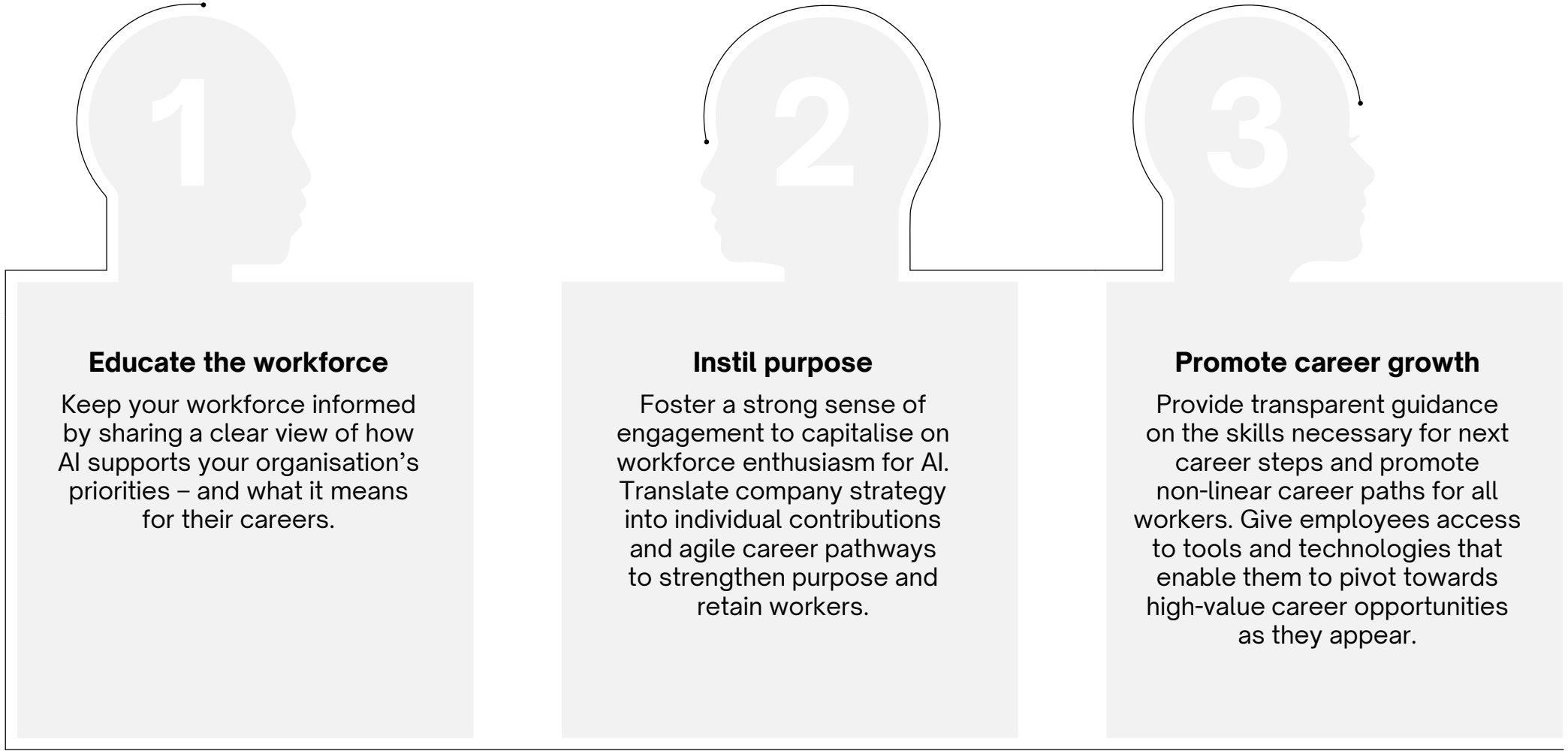
	To what extent would the following measures help you become more adaptable and resilient to future workplace change?
1	**Training in how to use new technologies effectively, responsibly and in an ethical way in my role (e.g. how to train AI to get effective outputs)**
=1	**Better upskilling and learning opportunities to replace skills that are becoming less relevant**
3	**Better access to tools and technology that support my career-planning**
4	Flexible work arrangements to balance learning and work
5	Communication and guidance about how technology changes will affect my role and career path



The percentage of workers who say they will **stay with their employer for the next 12 months under the condition of career progression** has increased significantly

Q36: To what extent would the following measures help you become more adaptable and resilient to future workplace change? Rank 1–3 summary total=37,500 | Q15: Thinking about your professional plans in the next 12 months, which of the following best applies to you? Total=37,500

Recommendations



Educate the workforce

Keep your workforce informed by sharing a clear view of how AI supports your organisation's priorities – and what it means for their careers.

Instil purpose

Foster a strong sense of engagement to capitalise on workforce enthusiasm for AI. Translate company strategy into individual contributions and agile career pathways to strengthen purpose and retain workers.

Promote career growth

Provide transparent guidance on the skills necessary for next career steps and promote non-linear career paths for all workers. Give employees access to tools and technologies that enable them to pivot towards high-value career opportunities as they appear.

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2.

Employees must understand the impact of their work to maximise the value of AI

Global Workforce of the Future 2025

Summary

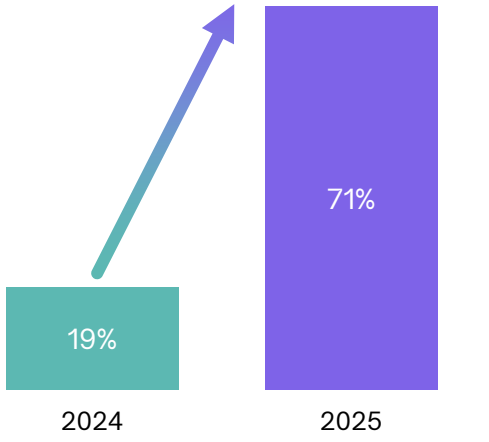
Employees say that AI is freeing up capacity and they have high expectations for a better future. Workers believe they are using the time gained to focus on delivering higher quality, more meaningful work and on building new capabilities.

But only a third of workers can measure the impact of their work. If employees don't understand how they can add value, they can't optimise their development.

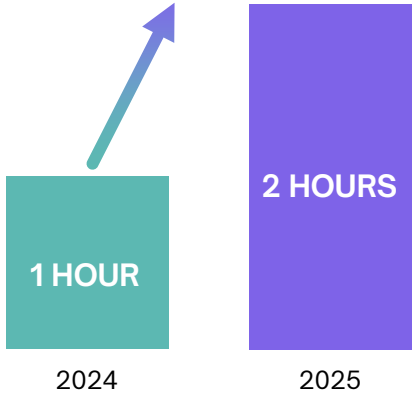
Future-ready workers are more likely to receive guidance on how to deliver high-value work. This clarity enables them to target skills development towards areas that create value for both themselves and the organisation.

Workers say time savings from AI have doubled since 2024, but this view is disconnected from the gains that employers are seeing in reality

AI has infiltrated the workplace over the past 12 months: nearly three-quarters are using it as much as possible and – as AI agents gather pace – workers say they are saving an average of two hours per day. These perceptions of productivity gains are at odds with the reality experienced by many organisations, which suggests a disconnect. Employees believe they are using the time saved to improve their capabilities and take on more meaningful work, but the top three areas for freed-up time cannot yet be translated into measurable business impact. Employers must define expectations and set parameters for new tasks to ensure efforts lead to value for both the employee and the organisation.



"Nothing holds me back from using AI more"



How much time do you save per day as a result of using AI? (Average)

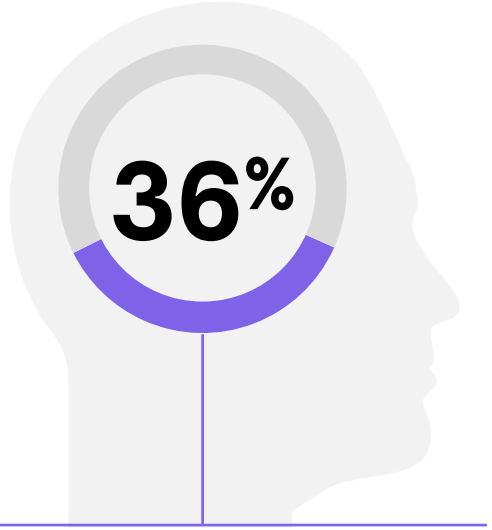
	Which of the following areas have you been able to spend more time on?
1	More strategic thinking
2	More time to check work's quality/accuracy
3	More training/upskilling
4	More creative work
5	More time collaborating with colleagues
6	More time on personal activities/planning
=7	More time on people management or mentoring tasks
=7	Better work-life balance
=7	More time searching for jobs/career opportunities
10	More time to complete the same workload
11	Attending more work-related events
12	More mundane tasks / work that is less interesting

Q7: What holds you back from using AI (including GenAI and AI agents) more? Total=37,500 | Q9: How much time do you save per day as a result of using AI? Those who use AI at work=34,668 | Q10: You said you have saved time using AI in your role. Which of the following areas have you been able to spend more time on? Those who save time using AI at work, 2025=33,402

Workers need guidance to understand the impact of their work and to generate purpose, otherwise they might look elsewhere

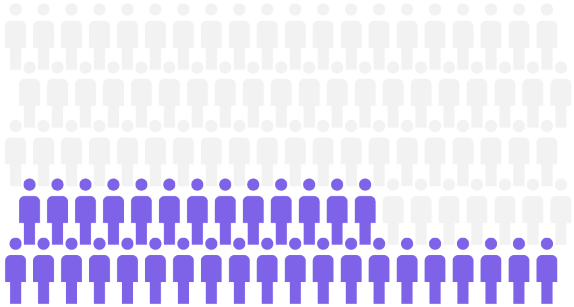
Only one-third of workers can measure the impact of their work, and the number using the time saved from AI to complete the same workload or more mundane tasks has not decreased since last year. The findings indicate that workers need clarity about how to generate more value from their work. Employers that provide this guidance will boost retention because workers are confident that new opportunities would be available to them if they feel dissatisfied. It will also instil purpose: our data shows that those who feel purpose at work every day are far more likely to say they can measure the impact of their work, compared to those who say they never feel purpose.

Not enough workers understand the value of their work



are confident that they can measure the impact of their work

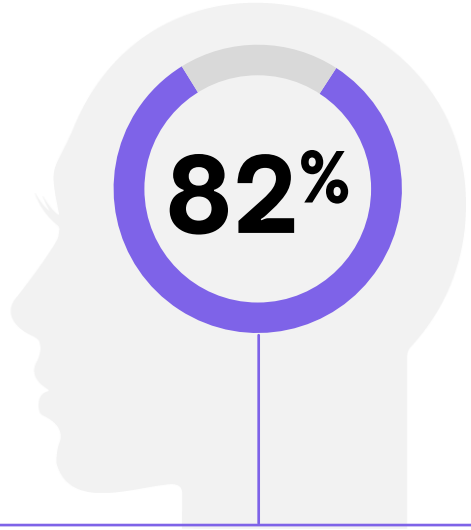
The amount of new time being spent on the same or more mundane tasks is consistent year on year



1/3

of workers saving time using AI are spending that time on the same or more mundane tasks

If workers don't see the value of their work, they might take their skills elsewhere



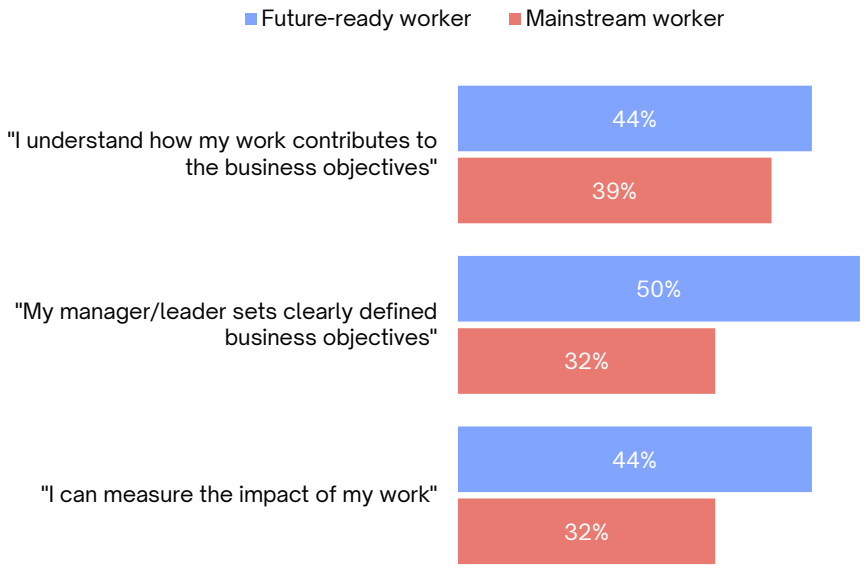
Think their skills are currently in high demand

Q10: You said you have saved time using AI in your role. Which of the following areas have you been able to spend more time on? Those who save time using AI at work, 2025=33,402 | Q41: To what extent do you agree or disagree with the following statements? Agree summary total, 2025=37,500

Future-ready workers are more likely to be given frameworks and tools to help them understand their value within a business context

Future-ready workers are supported by their employer to understand the value of their skills now and into the future. They are more likely than mainstream workers to understand how they are contributing to the business, and they are given clearly defined objectives. These factors combined mean they are better equipped to measure the impact of their work.

Future-ready workers are more likely to understand the impact of their work, and to be supported by their employers to understand the value of their skills



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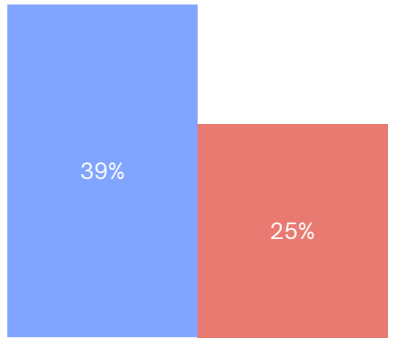
Q41: To what extent do you agree or disagree with the following statements? Strongly agree total=37,500; future-ready workers=13,866; mainstream workers=23,634
Q21: Thinking about your professional development, do you agree or disagree with the following? Strongly agree Total=37,500

As a result, future-ready workers recognise high-value areas for development and are taking control of their future careers

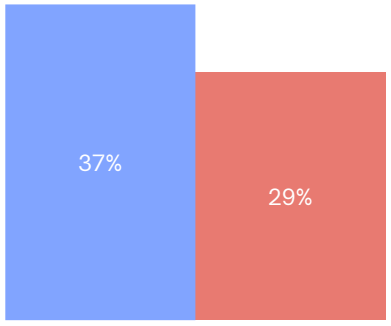
Future-ready workers are more likely to believe that their value is defined by their real-time skill set instead of by past job titles. This perspective is foundational to their adaptability. They have a good understanding of how they need to develop over the next five years, and this clarity translates into proactivity: future-ready workers are more likely to want to take control of their skills development to achieve their career goals and to meet the needs of the organisation.

Future-ready workers understand the value of their skills



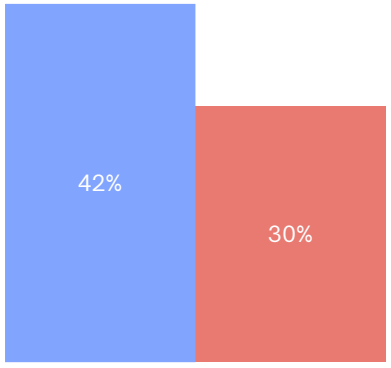
“My value at work is in my skills, rather than in my previous experience”

They also understand how they should be developing these further



“I have a clear understanding of the skills I will need in five years' time”

This knowledge empowers future-ready workers to take skills development into their own hands



“I intend to take greater control of my skills development in the future”

Future-ready worker Mainstream worker

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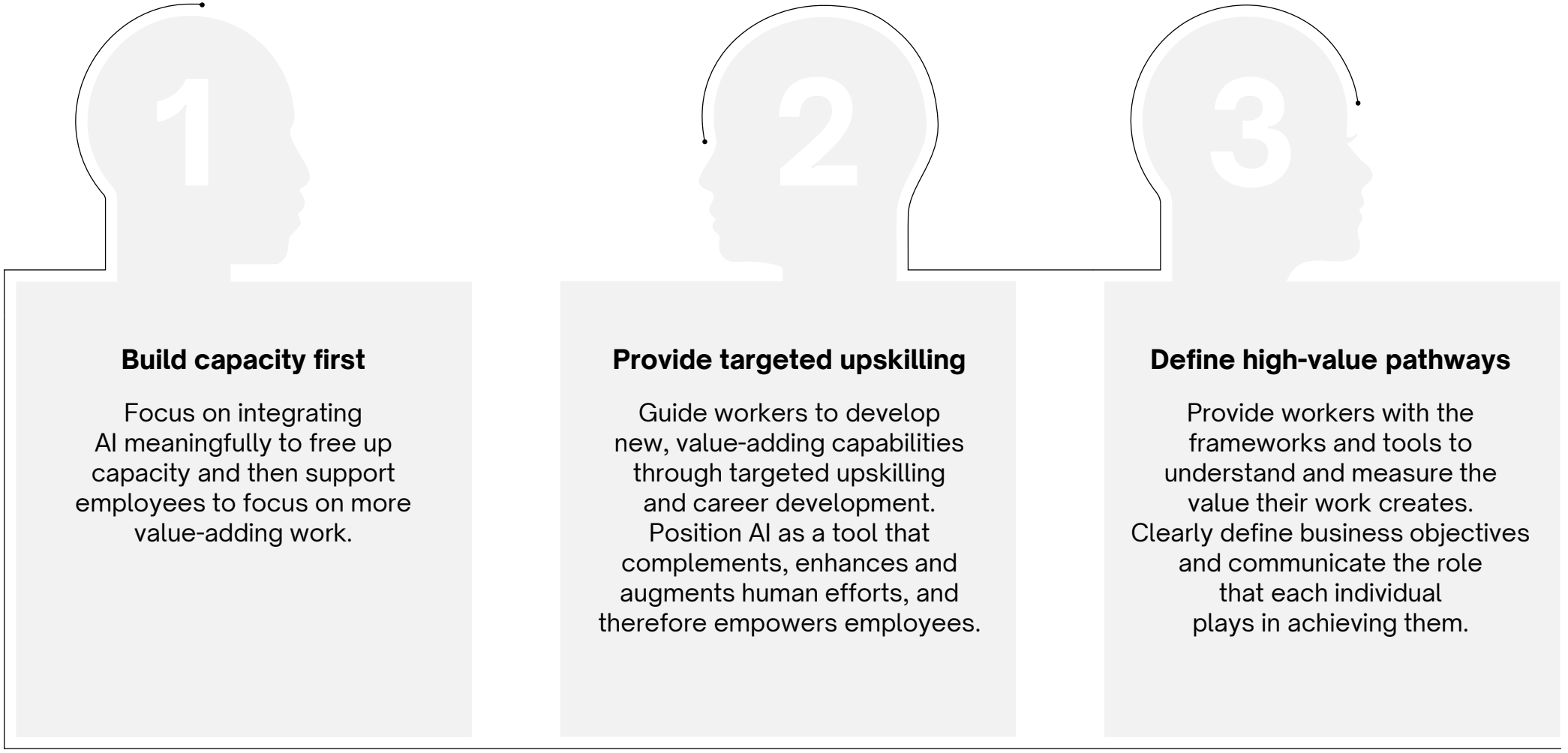
Q5: To what extent do you agree or disagree with the following statements? Strongly agree | Q21: Thinking about your professional development, do you agree or disagree with the following? Strongly agree Future-ready workers=13,866; mainstream workers=23,634

Recommendations



Build capacity first

Focus on integrating AI meaningfully to free up capacity and then support employees to focus on more value-adding work.

Provide targeted upskilling

Guide workers to develop new, value-adding capabilities through targeted upskilling and career development. Position AI as a tool that complements, enhances and augments human efforts, and therefore empowers employees.

Define high-value pathways

Provide workers with the frameworks and tools to understand and measure the value their work creates. Clearly define business objectives and communicate the role that each individual plays in achieving them.

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3.

Human connection builds trust for a responsible redesign of work

Global Workforce of the Future 2025

Summary

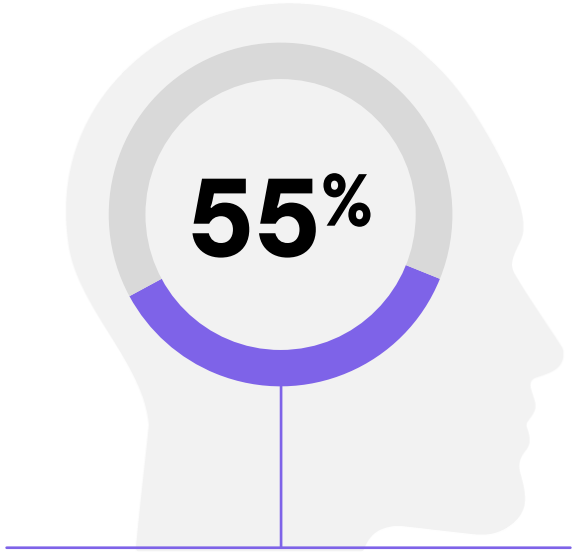
AI agents are increasingly being used within the workplace, and their adoption will be a core driver behind job redesign. Human connection will be vital for building trust in new ways of working.

Future-ready workers are more involved in job redesign than mainstream workers, and they trust AI more. This could be because they are more confident that their employer is working in their best interests.

Workers' ethical concerns about personal data have increased significantly over the past 12 months as their knowledge of AI improves. Employers must do more to demonstrate their ability to keep workers safe.

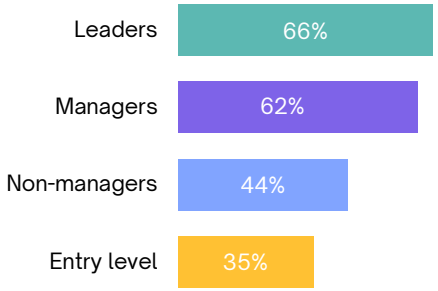
Job redesign must consider the roles of both humans and AI agents as the technology gathers pace

More than half of workers expect to be working with AI agents in the next 12 months. Many employees are welcoming the technology in principle, but as we saw with generative AI this sentiment may shift when the true impact becomes clearer. Leaders are significantly more likely than entry-level workers to be comfortable with the introduction of agents – employers must build trust by communicating the role they expect AI agents to play within the organisation.



expect their organisation to integrate AI agents into their workflow in the next 12 months

"I'd actively welcome an AI agent as a helpful team member"



What is an AI agent?
An AI agent is a virtual assistant that can make decisions and take actions on its own to achieve specific goals. For example, it might monitor data, send alerts, or adjust system settings automatically. It's like an employee that knows what to do and gets it done without needing constant instructions.

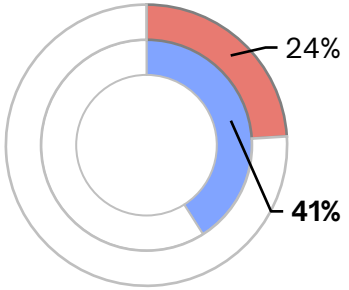
Q11: To what extent do you agree/disagree with the following statements about the influence of AI at work? Agree summary total=37,500 | Q37: How comfortable would you be with collaborating with an AI agent as part of your job? Total=37,500

Employers that collaborate with workers to redesign the future of work build more trust that AI is in the best interest of all employees

Future-ready workers and employers work together to design jobs that bring value for themselves and for the company. They are involved in role redesign and are given space to integrate AI into their work, and their employers provide strategic direction on career-planning. This involvement and understanding gives future-ready workers confidence in their employers' use of AI across the talent lifecycle more generally: they have a significantly higher "trust in AI" score than mainstream workers.

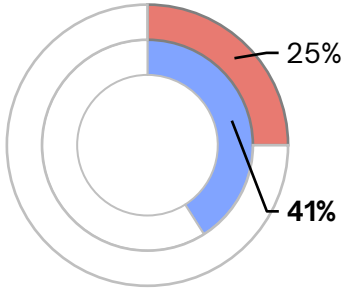
Three ways to build trust in job redesign

1. Collaborate with workers to define the future vision



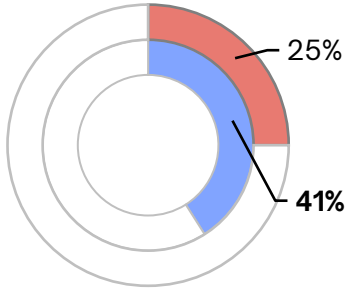
"My employer involves me in the design of my work that's being reshaped by AI"

2. Trust workers to deliver on the vision



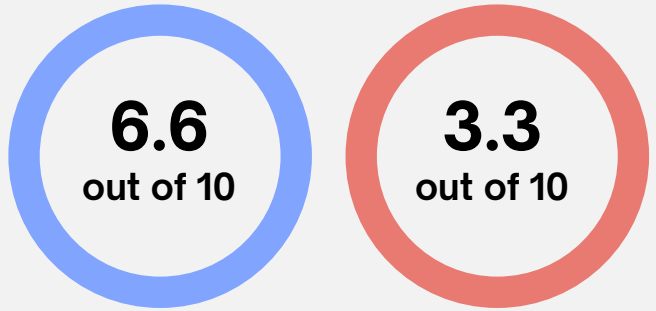
"I have sufficient autonomy/control over how AI is being integrated into my work"

3. Demonstrate how AI will enhance workers' future careers



"My employer works with me to devise a personalised career development plan"

Trust in AI score



Employees that are involved in the redesign of work are more likely to trust their employer to use AI across all aspects of the talent lifecycle

Future-ready worker Mainstream worker

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Q40: To what extent do you agree or disagree with the following statements? Strongly agree | Q21: Thinking about your professional development, do you agree or disagree with the following? Strongly agree | Q42: To what extent do you currently trust, or would you trust, an employer's use of AI in the following aspects of managing employee careers and development? Future-ready workers=13,866; mainstream workers=23,634

Employees still expect human input – despite the value they get from AI

Human connection is vital for building workforce trust beyond the logistical benefits of AI. Workers are least likely to trust AI with personal or sensitive career matters such as exit interviews, career pathways and succession-planning. They're most likely to trust it for non-emotional tasks such as task automation, training and goal-setting. These preferences provide insight into what a successful leader looks like in the age of AI.

To what extent do you trust an employer's use of AI in the following aspects of managing employee careers?

Most trust

- Task automation and daily work assistance
- Upskilling and training
- Goal-setting and tracking
- Onboarding (starting a new job)
- Workforce wellbeing and support
- Recruitment (hiring)
- Performance appraisals and feedback
- Coaching and mentoring
- Succession-planning
- Providing a handover to AI before a sabbatical, leave or exit
- Career pathways and development
- Exit interviews and offboarding

Least trust

"I prefer humans because…"

- people can better explain the rationale behind decisions and policies
- people build stronger trust and connection
- people provide emotional understanding and empathy

"I prefer AI for…"

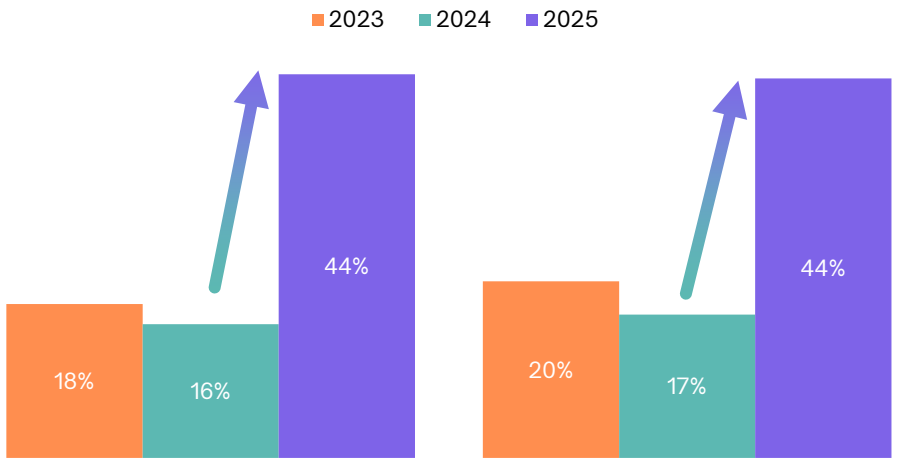
- 24/7 availability
- speed of response
- feeling more neutral than humans
- quickly retrieving historical HR documentation

Q42: To what extent do you currently trust, or would you trust, an employer's use of AI in the following aspects of managing employee careers and development? Total=37,500 | Q43: What do you see as the benefits of speaking to a human HR representative instead of using an AI tool? Rank 1–3 summary (showing top three entries) total=37,500 | Q44: What do you see as the benefits of speaking to an AI tool instead of a human HR advisor? Ranked 1–3 summary (showing top three entries) total=37,500

Employers must demonstrate their AI credentials to reassure workers that their use of AI in talent management will be safe and fair

Worker concerns about privacy and information misuse have increased significantly in the past 12 months. But employees say that leadership teams have a better understanding of the risks of AI than they did last year. This finding indicates a need for more targeted communication from leaders to address specific AI concerns and to raise awareness of the guardrails that are in place.

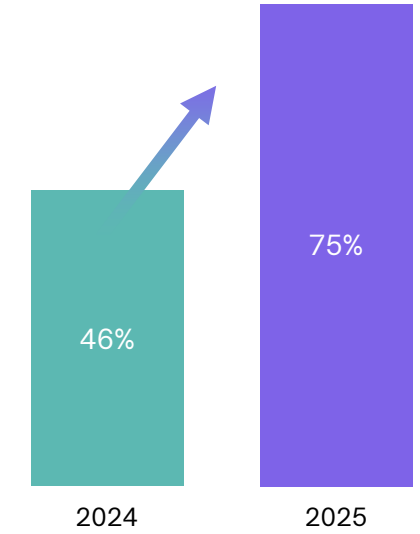
Workers have grown more concerned about data misuse over the past year



"I don't want my data/personal information to be misused"

"I have concerns about what the technology will do with my information"

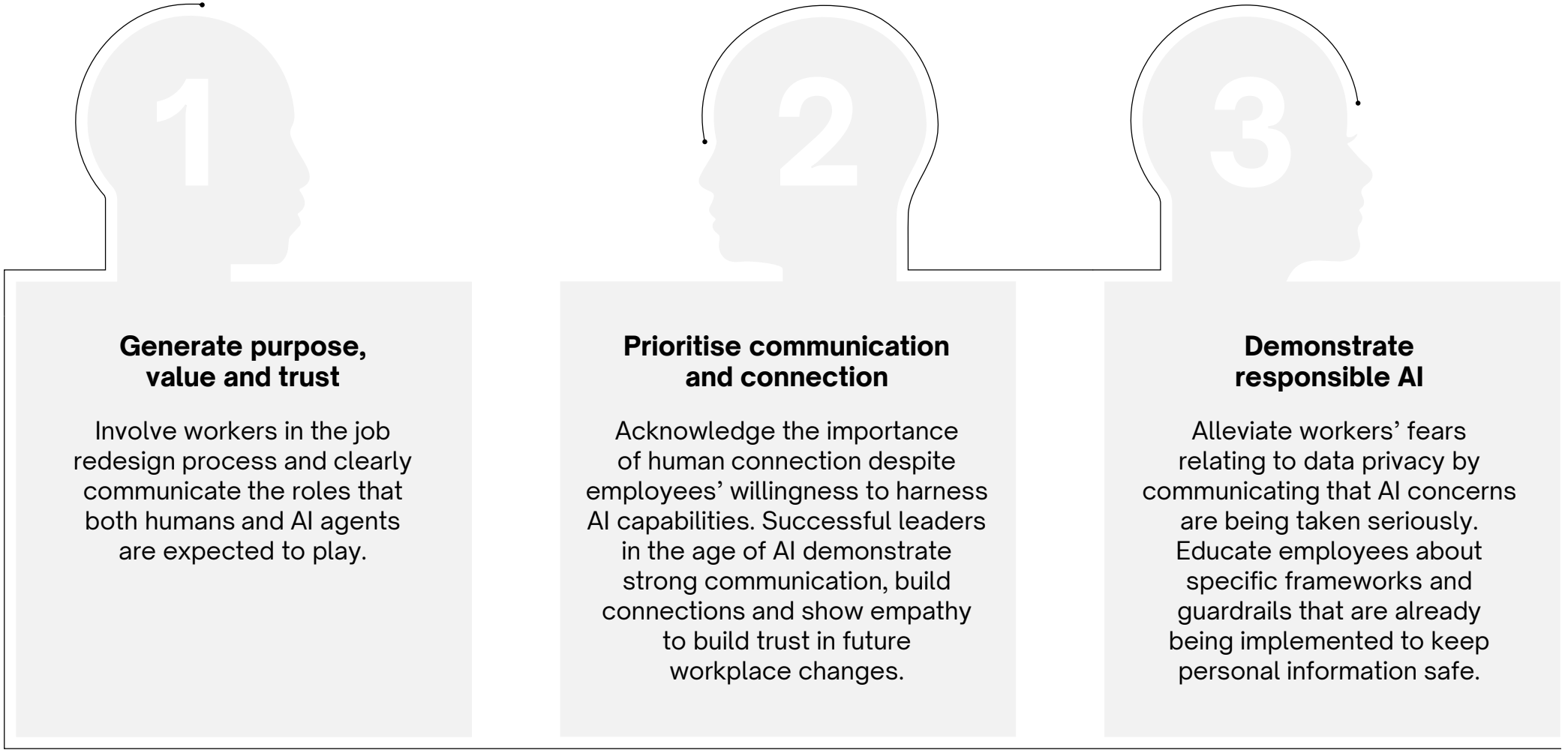
But they're more confident in leaders' ability to understand the risks of AI



"I am confident that my leadership team has sufficient AI knowledge to understand the risks and opportunities"

Q28: You said you don't trust AI with some aspects of talent management. Which are the main reasons for your lack of trust? Those who don't trust AI with talent management: 2025=12,383; 2024=17,724; 2023=13,275 | Q11: To what extent do you agree/disagree with the following statements about the influence of AI at work? Agree summary Total=37,500

Recommendations



Generate purpose, value and trust

Involve workers in the job redesign process and clearly communicate the roles that both humans and AI agents are expected to play.

Prioritise communication and connection

Acknowledge the importance of human connection despite employees' willingness to harness AI capabilities. Successful leaders in the age of AI demonstrate strong communication, build connections and show empathy to build trust in future workplace changes.

Demonstrate responsible AI

Alleviate workers' fears relating to data privacy by communicating that AI concerns are being taken seriously. Educate employees about specific frameworks and guardrails that are already being implemented to keep personal information safe.

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Recommendations

Global Workforce of the Future 2025

Recommendations for organisations

AI is redefining the future of work and employees are already reaping the rewards in the form of greater confidence, new skills and increased productivity. Organisations now have a responsibility to balance job re-architecture with sensitive, human-first design. Those who get it right will transform the global workforce in tangible, meaningful ways and generate maximum impact from AI – for and from employees.

Instil workforce purpose

Provide clarity on how AI supports your organisation's priorities – and what it means for careers.

Translate company strategy into individual contributions and agile career pathways to strengthen purpose and retain workers.

Give workers access to tools and technologies that enable them to pivot towards high-value career opportunities as they appear.

Demonstrate the value of work

Unlock capacity with AI and develop a strategy to ensure time saved translates into business impact.

Guide workers to develop new capabilities through targeted upskilling and career development.

Provide workers with the frameworks and tools to understand and measure the value that their work creates.

Build trust to successfully redesign jobs

Involve workers in the job redesign process and clearly communicate the roles that both humans and AI agents are expected to play.

Demonstrate strong communication, build connections and show empathy to build trust in future workplace changes.

Take AI concerns seriously. Educate employees about specific frameworks and guardrails that will keep personal information safe.

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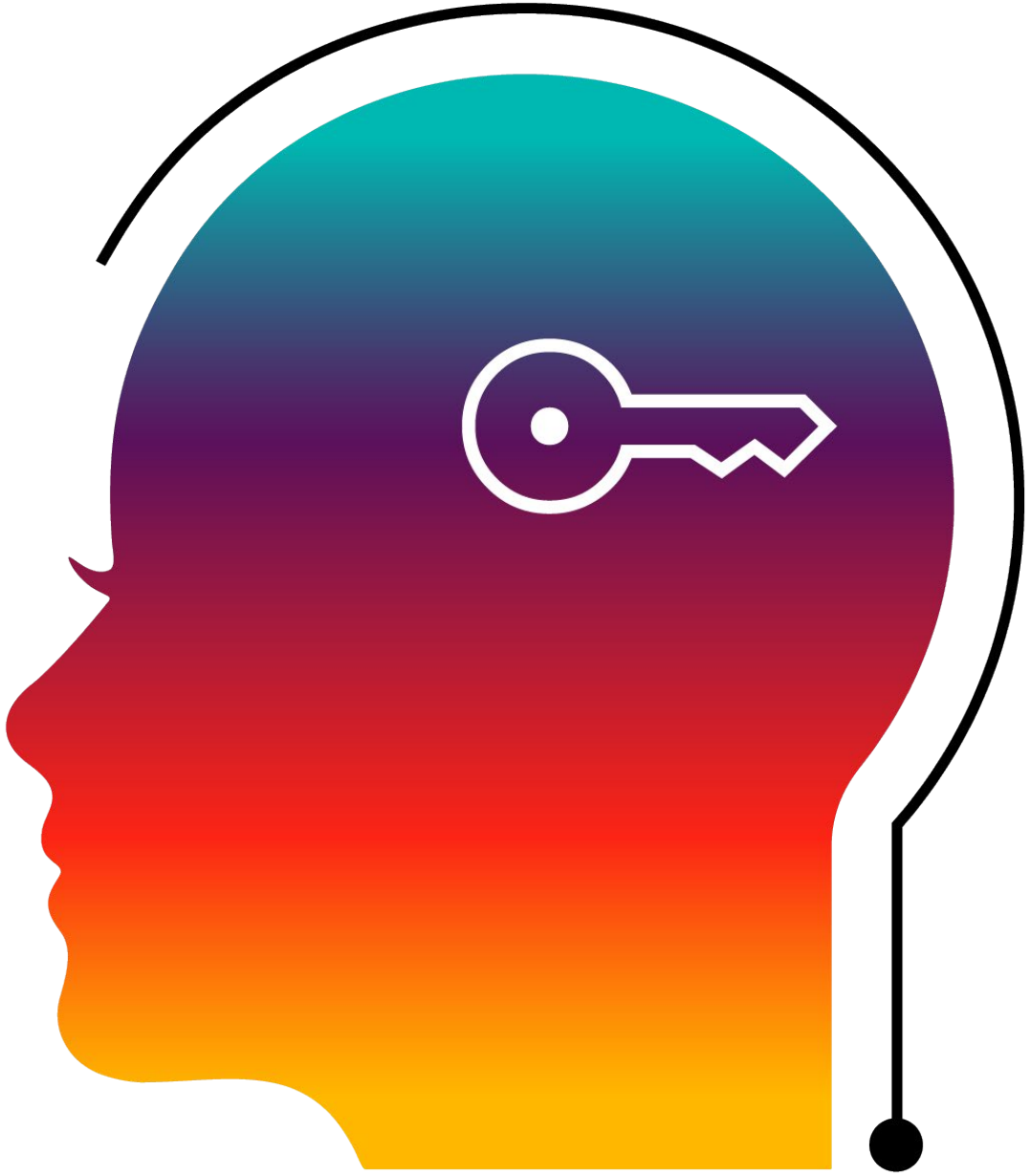
Appendix

Demographic, country and industry focus



Global Workforce of the Future 2025

Who are the future-ready workers?

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

These types of workers are most likely to be in the USA, and to work in the transportation, automotive and manufacturing sectors. They are predominantly managers or senior managers, which means they are well positioned to be informed from above while also supporting junior workers from the bottom up.

Where are they located?

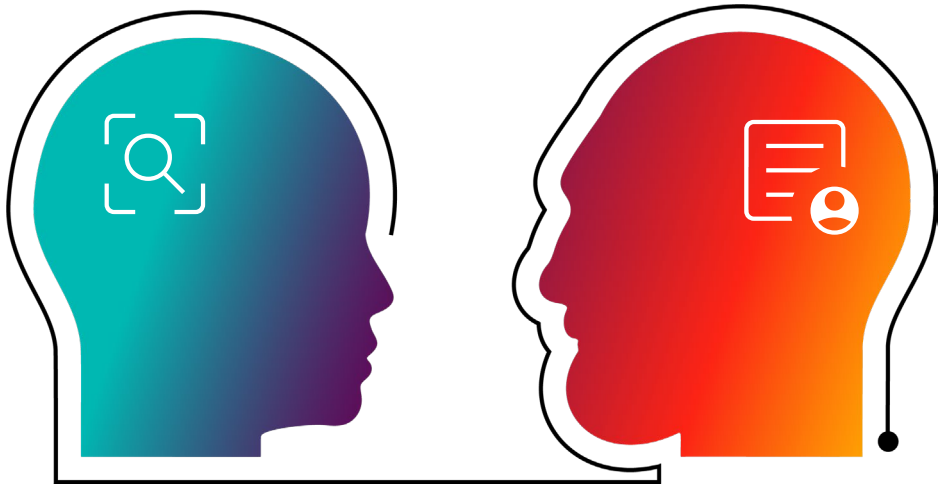
1. **USA** (18%)
2. **Australia** (8%)
=3. **India** (7%)
=3. **Spain** (7%)

Which industries do they work in?

1. Transportation, mobility, automotive, manufacturing and logistics (38%)
2. Financial services, insurance, legal and professional services (24%)
3. Energy, clean tech and utilities (22%)
4. Technology (9%)
5. Life sciences and healthcare (5%)

What is their seniority level?

1. Managers (52%)
2. Senior managers (22%)
3. Non-managers (16%)
4. Leaders (8%)
5. Entry level (2%)

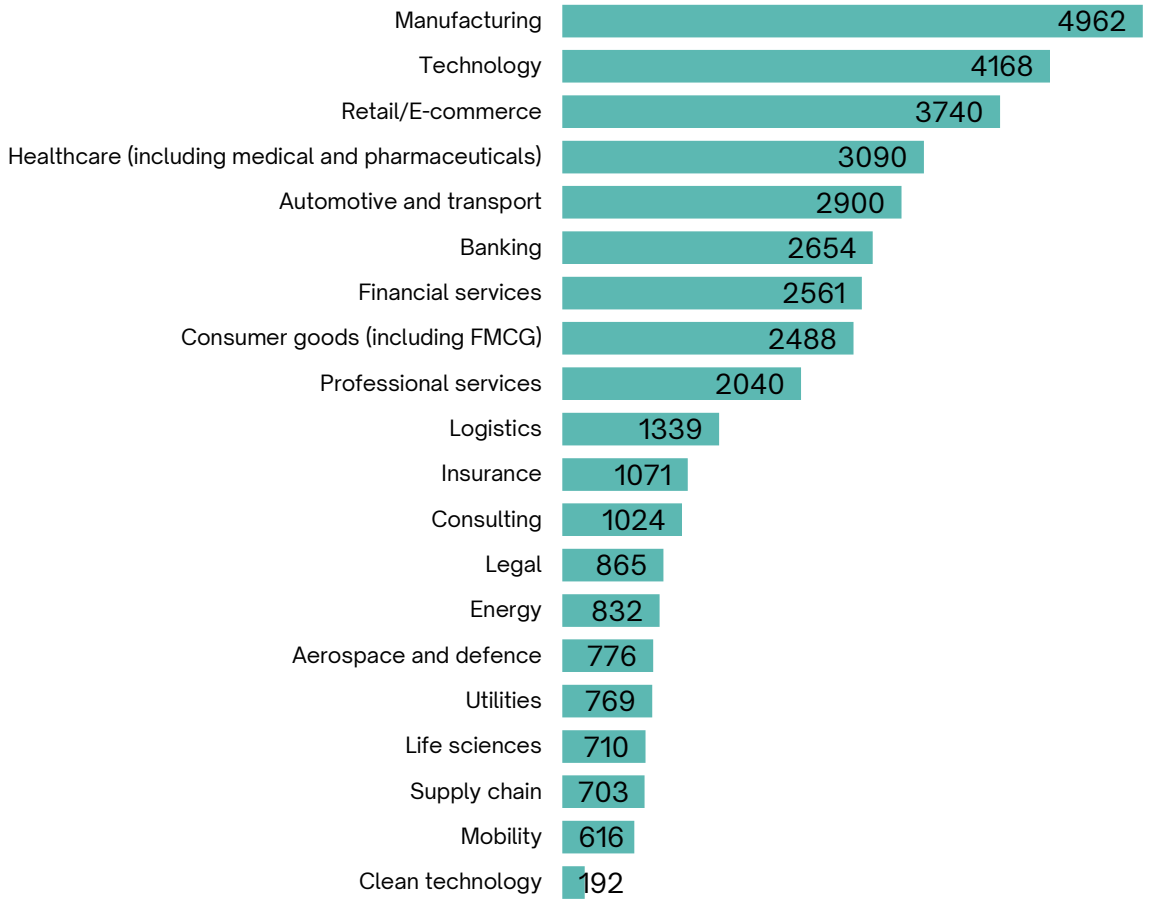


Demographics and definitions

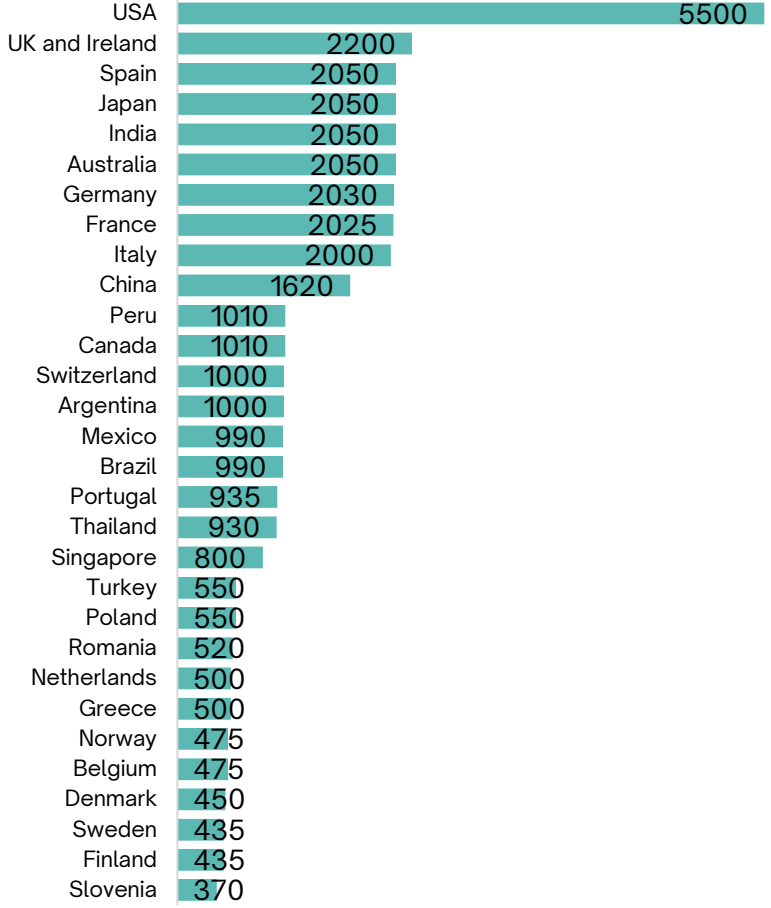
Detailed demographics: industry and location

Total sample: **37,500**

Industry



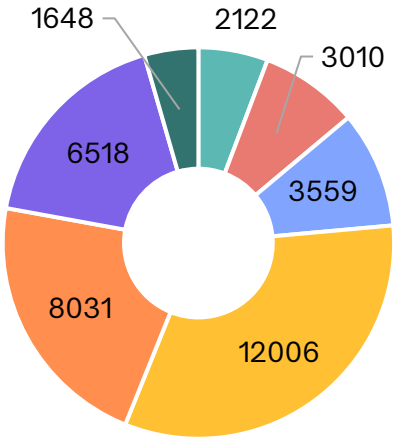
Country



Detailed demographics

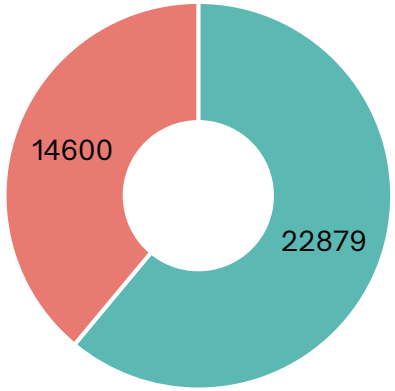
Total sample: **37,500**

Level of seniority



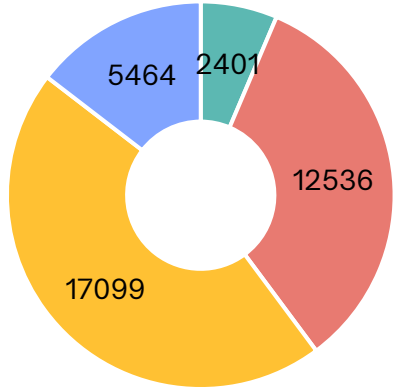
- Executive level (General Manager, Executive Vice President, Executive Director, etc.)
- Senior executive level (CEO, President, etc.)
- Upper-level management (Senior Vice President, Vice President, Senior Director, etc.)
- Mid-level management (Director, Senior Manager, etc.)
- Lower-level management (Supervisor, Associate Manager, etc.)
- Experienced (Non-manager)
- Entry level

Gender



- Male
- Female

Age

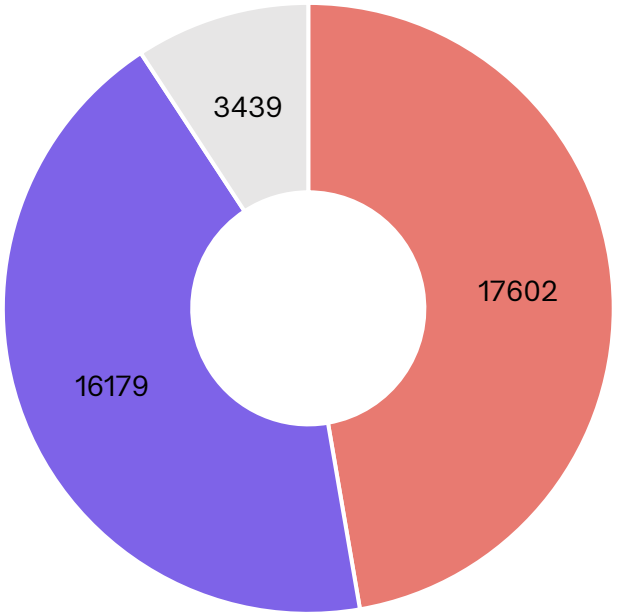


- 18-24
- 25-34
- 35-49
- 50-60

Detailed demographics

Total sample: **37,500**

Income

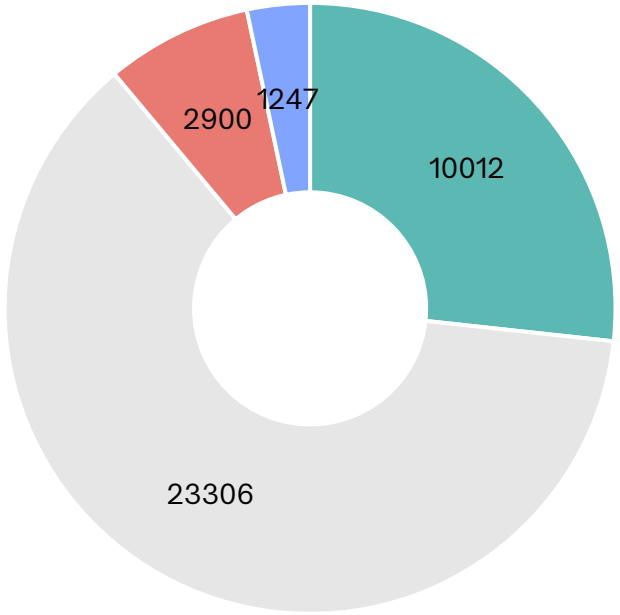


High (US$60,000+)

Middle (US$20,000 - US$59,999)

Low (Less than US$20,000)

Academic education



Postgraduate degree

University degree

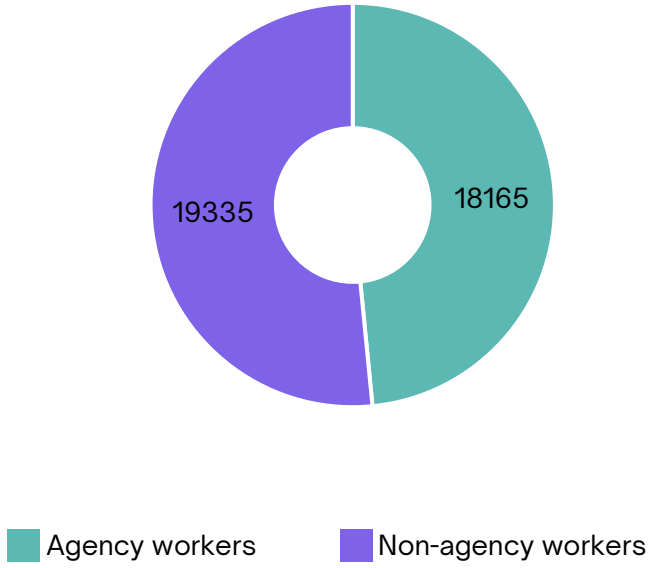
Vocational school/technical college

Secondary school/equivalent or less

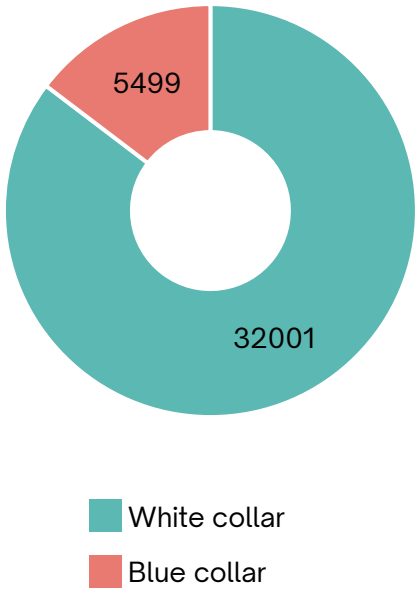
Detailed demographics

Total sample: **37,500**

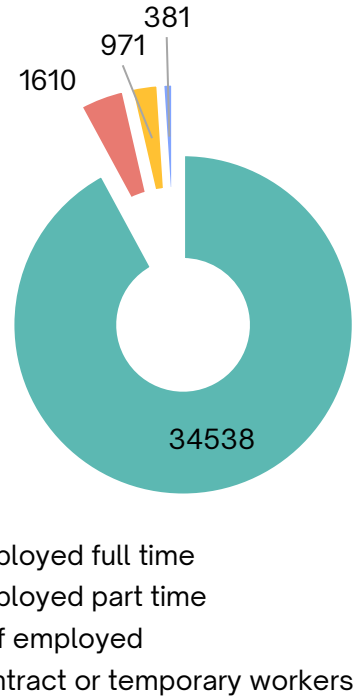
Agency workers

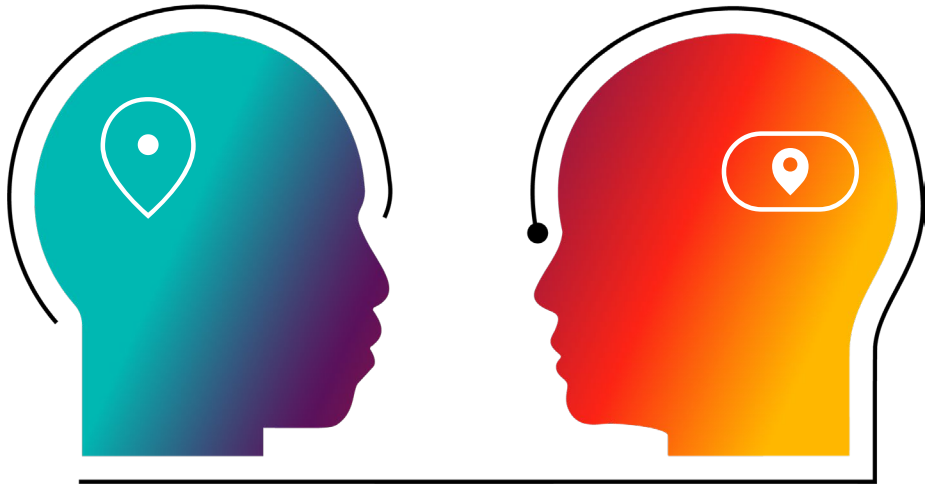


White versus blue collar



Employment type





Key findings by country

Argentina

Sample size: **1,000**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

65% believe that AI is creating more jobs and 64% say jobs are evolving. Just 21% have seen or anticipate job displacement.

30% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more professional growth opportunities is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

80 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

21% only around one-fifth of employees can confidently measure the impact of their work.

23% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

54% expect their employer to integrate AI agents into their workflow in the next 12 months.

10% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

3.4 out of 10 is the AI trust score in Argentina, compared with a score of 4.5 on average globally.

Australia

Sample size: **2,050**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

86% believe that AI is creating more jobs and 54% say jobs are evolving. Just 20% have seen or anticipate job displacement.

69% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more involvement in how their job is changing due to AI is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

166 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

44% only around two fifths of employees can confidently measure the impact of their work.

43% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

78% expect their employer to integrate AI agents into their workflow in the next 12 months.

41% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

6.3 out of 10 is the AI trust score in Australia, compared with a score of 4.5 on average globally.

Belgium

Sample size: **475**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

71% believe that AI is creating more jobs and 78% say jobs are evolving. Just 18% have seen or anticipate job displacement.

41% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a better understanding of the company strategy is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

108 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

24% only around one quarter of employees can confidently measure the impact of their work.

27% intend to take greater control over their skills development, compared with 34% on average globally.

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Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

63% expect their employer to integrate AI agents into their workflow in the next 12 months.

21% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.5 out of 10 is the AI trust score in Belgium, compared with a score of 4.5 on average globally.

Brazil

Sample size: **990**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

36% believe that AI is creating more jobs and 63% say jobs are evolving. Just 19% have seen or anticipate job displacement.

26% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more professional growth opportunities is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

79 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

43% only around two fifths of employees can confidently measure the impact of their work.

36% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

58% expect their employer to integrate AI agents into their workflow in the next 12 months.

17% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

2.6 out of 10 is the AI trust score in Brazil, compared with a score of 4.5 on average globally.

Canada

Sample size: **1,010**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

86% believe that AI is creating more jobs and 57% say jobs are evolving. Just 30% have seen or anticipate job displacement.

77% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a stable and supportive team is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

203 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

51% around half of employees can confidently measure the impact of their work.

48% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

81% expect their employer to integrate AI agents into their workflow in the next 12 months.

50% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

6.2 out of 10 is the AI trust score in Canada, compared with a score of 4.5 on average globally.

China

Sample size: **1,620**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

62% believe that AI is creating more jobs and 77% say jobs are evolving. Just 21% have seen or anticipate job displacement.

25% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more professional growth opportunities is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

67 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

31% only around three in ten employees can confidently measure the impact of their work.

30% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

63% expect their employer to integrate AI agents into their workflow in the next 12 months.

23% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

5.0 out of 10 is the AI trust score in China, compared with a score of 4.5 on average globally.

Denmark

Sample size: **450**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

83% believe that AI is creating more jobs and 87% say jobs are evolving. Just 14% have seen or anticipate job displacement.

54% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a stable and supportive team is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

97 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

28% only around three in ten employees can confidently measure the impact of their work.

30% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

41% expect their employer to integrate AI agents into their workflow in the next 12 months.

24% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

5.0 out of 10 is the AI trust score in Denmark, compared with a score of 4.5 on average globally.

Finland

Sample size: **435**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

67% believe that AI is creating more jobs and 74% say jobs are evolving. Just 8% have seen or anticipate job displacement.

19% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a stable and supportive team is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

103 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

29% only around three in ten employees can confidently measure the impact of their work.

23% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

37% expect their employer to integrate AI agents into their workflow in the next 12 months.

26% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

3.2 out of 10 is the AI trust score in Finland, compared with a score of 4.5 on average globally.

France

Sample size: **2,025**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

83% believe that AI is creating more jobs and 70% say jobs are evolving. Just 25% have seen or anticipate job displacement.

57% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a better understanding of AI on the work they do is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

105 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

40% only around two in five employees can confidently measure the impact of their work.

39% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

45% expect their employer to integrate AI agents into their workflow in the next 12 months.

36% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.2 out of 10 is the AI trust score in France, compared with a score of 4.5 on average globally.

Germany

Sample size: **2,030**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

93% believe that AI is creating more jobs and 88% say jobs are evolving. Just 31% have seen or anticipate job displacement.

50% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a better understanding of company strategy is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

113 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

41% only around two in five employees can confidently measure the impact of their work.

40% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

78% expect their employer to integrate AI agents into their workflow in the next 12 months.

36% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

6.2 out of 10 is the AI trust score in Germany, compared with a score of 4.5 on average globally.

Greece

Sample size: **500**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

58% believe that AI is creating more jobs and 68% say jobs are evolving. Just 21% have seen or anticipate job displacement.

37% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more professional growth opportunities is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

96 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

32% only around one third of employees can confidently measure the impact of their work.

21% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

61% expect their employer to integrate AI agents into their workflow in the next 12 months.

11% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.2 out of 10 is the AI trust score in Greece, compared with a score of 4.5 on average globally.

India

Sample size: **2,050**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

82% believe that AI is creating more jobs and 76% say jobs are evolving. Just 39% have seen or anticipate job displacement.

59% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a stronger personal connection to their employer's purpose and values is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

134 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

43% only around two in five employees can confidently measure the impact of their work.

42% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

80% expect their employer to integrate AI agents into their workflow in the next 12 months.

34% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

6.2 out of 10 is the AI trust score in India, compared with a score of 4.5 on average globally.

Italy

Sample size: **2,000**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

69% believe that AI is creating more jobs and 69% say jobs are evolving. Just 22% have seen or anticipate job displacement.

37% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more professional growth opportunities is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

111 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

32% only around one third of employees can confidently measure the impact of their work.

29% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

48% expect their employer to integrate AI agents into their workflow in the next 12 months.

23% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

3.4 out of 10 is the AI trust score in Italy, compared with a score of 4.5 on average globally.

Japan

Sample size: **2,050**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

35% believe that AI is creating more jobs and 38% say jobs are evolving. Just 9% have seen or anticipate job displacement.

17% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more meaningful work is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

87 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

18% only around one fifth of employees can confidently measure the impact of their work.

14% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

19% expect their employer to integrate AI agents into their workflow in the next 12 months.

13% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

0.9 out of 10 is the AI trust score in Japan, compared with a score of 4.5 on average globally.

Mexico

Sample size: **990**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

74% believe that AI is creating more jobs and 76% say jobs are evolving. Just 25% have seen or anticipate job displacement.

36% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more professional growth opportunities is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

69 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

32% only around one third of employees can confidently measure the impact of their work.

34% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

61% expect their employer to integrate AI agents into their workflow in the next 12 months.

23% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.3 out of 10 is the AI trust score in Mexico, compared with a score of 4.5 on average globally.

The Netherlands

Sample size: **500**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

80% believe that AI is creating more jobs and 85% say jobs are evolving. Just 20% have seen or anticipate job displacement.

48% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a better understanding of the impact of AI on the work that they do is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

94 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

34% only around one third of employees can confidently measure the impact of their work.

40% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

43% expect their employer to integrate AI agents into their workflow in the next 12 months.

36% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.1 out of 10 is the AI trust score in Netherlands, compared with a score of 4.5 on average globally.

Norway

Sample size: **475**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

42% believe that AI is creating more jobs and 85% say jobs are evolving. Just 12% have seen or anticipate job displacement.

32% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a stronger personal connection to their employer's purpose and values is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

61 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

22% only around one fifth of employees can confidently measure the impact of their work.

24% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

34% expect their employer to integrate AI agents into their workflow in the next 12 months.

17% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

3.1 out of 10 is the AI trust score in Norway, compared with a score of 4.5 on average globally.

Peru

Sample size: **1,010**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

84% believe that AI is creating more jobs and 86% say jobs are evolving. Just 29% have seen or anticipate job displacement.

42% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that contributing to technological innovation at their company is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

101 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

21% only around one fifth of employees can confidently measure the impact of their work.

19% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

60% expect their employer to integrate AI agents into their workflow in the next 12 months.

14% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.5 out of 10 is the AI trust score in Peru, compared with a score of 4.5 on average globally.

Poland

Sample size: **550**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

59% believe that AI is creating more jobs and 65% say jobs are evolving. Just 26% have seen or anticipate job displacement.

31% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a stable and supportive team is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

78 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

31% only around three in ten employees can confidently measure the impact of their work.

20% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

43% expect their employer to integrate AI agents into their workflow in the next 12 months.

15% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

2.3 out of 10 is the AI trust score in Poland, compared with a score of 4.5 on average globally.

Portugal

Sample size: **935**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

60% believe that AI is creating more jobs and 69% say jobs are evolving. Just 21% have seen or anticipate job displacement.

38% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more professional growth opportunities is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

80 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

36% only around one third of employees can confidently measure the impact of their work.

30% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

42% expect their employer to integrate AI agents into their workflow in the next 12 months.

23% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

3.0 out of 10 is the AI trust score in Portugal, compared with a score of 4.5 on average globally.

Romania

Sample size: **520**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

48% believe that AI is creating more jobs and 58% say jobs are evolving. Just 19% have seen or anticipate job displacement.

32% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more professional growth opportunities is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

66 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

33% only around one third of employees can confidently measure the impact of their work.

31% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

36% expect their employer to integrate AI agents into their workflow in the next 12 months.

16% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

2.3 out of 10 is the AI trust score in Romania, compared with a score of 4.5 on average globally.

Singapore

Sample size: **800**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

82% believe that AI is creating more jobs and 70% say jobs are evolving. Just 41% have seen or anticipate job displacement.

47% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more involvement in shaping how their job is changing due to AI is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

153 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

44% only around two in five employees can confidently measure the impact of their work.

44% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

60% expect their employer to integrate AI agents into their workflow in the next 12 months.

41% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.7 out of 10 is the AI trust score in Singapore, compared with a score of 4.5 on average globally.

Slovenia

Sample size: **370**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

80% believe that AI is creating more jobs and 73% say jobs are evolving. Just 38% have seen or anticipate job displacement.

67% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more job security is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

97 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

39% only around two in five employees can confidently measure the impact of their work.

41% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

61% expect their employer to integrate AI agents into their workflow in the next 12 months.

41% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

5.0 out of 10 is the AI trust score in Slovenia, compared with a score of 4.5 on average globally.

Spain

Sample size: **2,050**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

82% believe that AI is creating more jobs and 68% say jobs are evolving. Just 22% have seen or anticipate job displacement.

53% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that contributing to technical innovation at their company is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

171 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

38% only around two in five employees can confidently measure the impact of their work.

36% intenintend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

61% expect their employer to integrate AI agents into their workflow in the next 12 months.

36% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.9 out of 10 is the AI trust score in Spain, compared with a score of 4.5 on average globally.

Sweden

Sample size: **435**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

69% believe that AI is creating more jobs and 69% say jobs are evolving. Just 14% have seen or anticipate job displacement.

48% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more job security is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

93 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

41% only around two in five employees can confidently measure the impact of their work.

43% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

45% expect their employer to integrate AI agents into their workflow in the next 12 months.

32% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

3.2 out of 10 is the AI trust score in Sweden, compared with a score of 4.5 on average globally.

Switzerland

Sample size: **1,000**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

86% believe that AI is creating more jobs and 90% say jobs are evolving. Just 12% have seen or anticipate job displacement.

61% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more involvement in shaping how their job is changing due to AI is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

117 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

42% only around two in five employees can confidently measure the impact of their work.

42% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

39% expect their employer to integrate AI agents into their workflow in the next 12 months.

41% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.3 out of 10 is the AI trust score in Switzerland, compared with a score of 4.5 on average globally.

Thailand

Sample size: **930**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

91% believe that AI is creating more jobs and 82% say jobs are evolving. Just 28% have seen or anticipate job displacement.

34% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a better understanding of company strategy is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

128 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

32% only around one third of employees can confidently measure the impact of their work.

27% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

59% expect their employer to integrate AI agents into their workflow in the next 12 months.

27% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

5.1 out of 10 is the AI trust score in Thailand, compared with a score of 4.5 on average globally.

Turkey

Sample size: **550**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

78% believe that AI is creating more jobs and 85% say jobs are evolving. Just 34% have seen or anticipate job displacement.

53% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more meaningful work, more professional growth opportunities, and contributing to technological innovation at their company are the best ways to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

110 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

43% only around two in five employees can confidently measure the impact of their work.

42% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

76% expect their employer to integrate AI agents into their workflow in the next 12 months.

36% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

5.6 out of 10 is the AI trust score in Turkey, compared with a score of 4.5 on average globally.

UK and Ireland

Sample size: **2,200**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

80% believe that AI is creating more jobs and 64% say jobs are evolving. Just 28% have seen or anticipate job displacement.

59% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more involvement in shaping how their job is changing due to AI is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

178 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

41% only around two in five employees can confidently measure the impact of their work.

38% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

62% expect their employer to integrate AI agents into their workflow in the next 12 months.

39% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

5.7 out of 10 is the AI trust score in UK and Ireland, compared with a score of 4.5 on average globally.

USA

Sample size: **5,500**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

90% believe that AI is creating more jobs and 73% say jobs are evolving. Just 20% have seen or anticipate job displacement.

48% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a better idea of company strategy is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

134 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

40% only around two in five employees can confidently measure the impact of their work.

36% intend to take greater control over their skills development, compared with 34% on average globally.

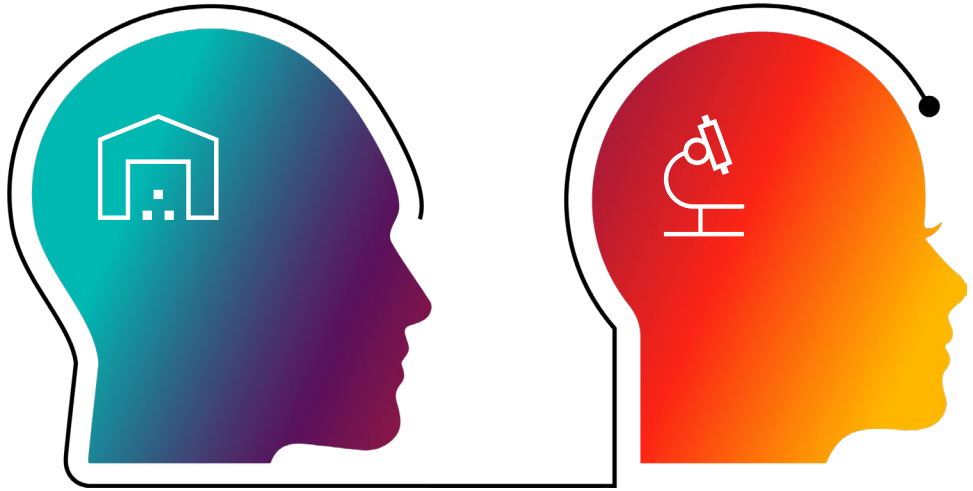
Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

46% expect their employer to integrate AI agents into their workflow in the next 12 months.

37% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

5.0 out of 10 is the AI trust score in the USA, compared with a score of 4.5 on average globally.



Key findings by industry

Aerospace and defence

Sample size: **776**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

61% believe that AI is creating more jobs and 75% say jobs are evolving. Just 15% have seen or anticipate job displacement.

34% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more involvement in shaping how their job is changing due to AI and having a stronger personal connection to their employer's purpose and values are the best ways to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

139 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

25% only a quarter of employees can confidently measure the impact of their work.

24% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

37% expect their employer to integrate AI agents into their workflow in the next 12 months.

24% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.3 out of 10 is the AI trust score in aerospace and defence, compared with a score of 4.5 on average globally.

Consumer goods, FMCG, retail and e-commerce, supply chain

Sample size: **6,391**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

82% believe that AI is creating more jobs and 74% say jobs are evolving. Just 23% have seen or anticipate job displacement.

54% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more professional growth opportunities is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

135 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

38% only around two in five of employees can confidently measure the impact of their work.

35% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

58% expect their employer to integrate AI agents into their workflow in the next 12 months.

33% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.9 out of 10 is the AI trust score in this sector, compared with a score of 4.5 on average globally.

Energy, clean tech and utilities

Sample size: **1,793**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

66% believe that AI is creating more jobs and 59% say jobs are evolving. Just 22% have seen or anticipate job displacement.

43% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a better understanding of company strategy is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

130 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

33% only around one third of employees can confidently measure the impact of their work.

28% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

48% expect their employer to integrate AI agents into their workflow in the next 12 months.

23% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.2 out of 10 is the AI trust score in energy, clean tech and utilities, compared with a score of 4.5 on average globally.

Financial services, insurance, legal and professional services

Sample size: **10,215**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

75% believe that AI is creating more jobs and 70% say jobs are evolving. Just 23% have seen or anticipate job displacement.

42% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a better understanding of the impact of AI on the work that they do is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

113 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

37% only around two in five employees can confidently measure the impact of their work.

34% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

56% expect their employer to integrate AI agents into their workflow in the next 12 months.

29% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.4 out of 10 is the AI trust score in this sector, compared with a score of 4.5 on average globally.

Life sciences and healthcare

Sample size: **3,800**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

73% believe that AI is creating more jobs and 61% say jobs are evolving. Just 21% have seen or anticipate job displacement.

48% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a stable and supportive team is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

124 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

37% only around two in five employees can confidently measure the impact of their work.

35% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

50% expect their employer to integrate AI agents into their workflow in the next 12 months.

32% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.0 out of 10 is the AI trust score in life sciences and healthcare, compared with a score of 4.5 on average globally.

Technology

Sample size: **4,168**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

78% believe that AI is creating more jobs and 79% say jobs are evolving. Just 40% have seen or anticipate job displacement.

48% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having more professional growth opportunities is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

114 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

41% only around two in five employees can confidently measure the impact of their work.

39% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

60% expect their employer to integrate AI agents into their workflow in the next 12 months.

34% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.6 out of 10 is the AI trust score in the technology sector, compared with a score of 4.5 on average globally.

Transportation, mobility, automotive, manufacturing and logistics

Sample size: **9,817**

Workers are embracing AI, but they need a clear purpose to build resilience

AI is integrated into working life and employees are optimistic about the future. But as technology momentum builds, they need to understand how they will fit into the new world of work and start developing their careers accordingly. This insight creates a strong sense of purpose and is a powerful retention tool.

75% believe that AI is creating more jobs and 70% say jobs are evolving. Just 19% have seen or anticipate job displacement.

45% say they feel a strong sense of purpose at work everyday, compared to 46% on average globally.

No.1 Employees say that having a better understanding of the impact of AI on the work that they do is the best way to create a stronger sense of individual purpose.

Employees must understand the value of their work to maximise skills development

AI is improving productivity, but employees are not always using the time they gain on high-value tasks. Employers must provide clear expectations that allow workers to measure the impact of their work and to take more control of their skills development.

120 minutes The time that workers believe they are saving on average per day by using AI is disconnected from the productivity gains that employers are seeing in reality.

34% only around one third of employees can confidently measure the impact of their work.

33% intend to take greater control over their skills development, compared with 34% on average globally.

Human connection builds trust for a responsible redesign of work

Adoption of AI agents is accelerating and will be an important influence on the redesign of work. Workers are enthusiastic about new ways of working, but it is essential that employers use collaboration, transparency and targeted communication to build trust that employers can deliver a better work experience for all.

56% expect their employer to integrate AI agents into their workflow in the next 12 months.

28% are involved by their employers in the design of work being reshaped by AI, compared with 30% on average globally.

4.6 out of 10 is the AI trust score in this sector, compared with a score of 4.5 on average globally.

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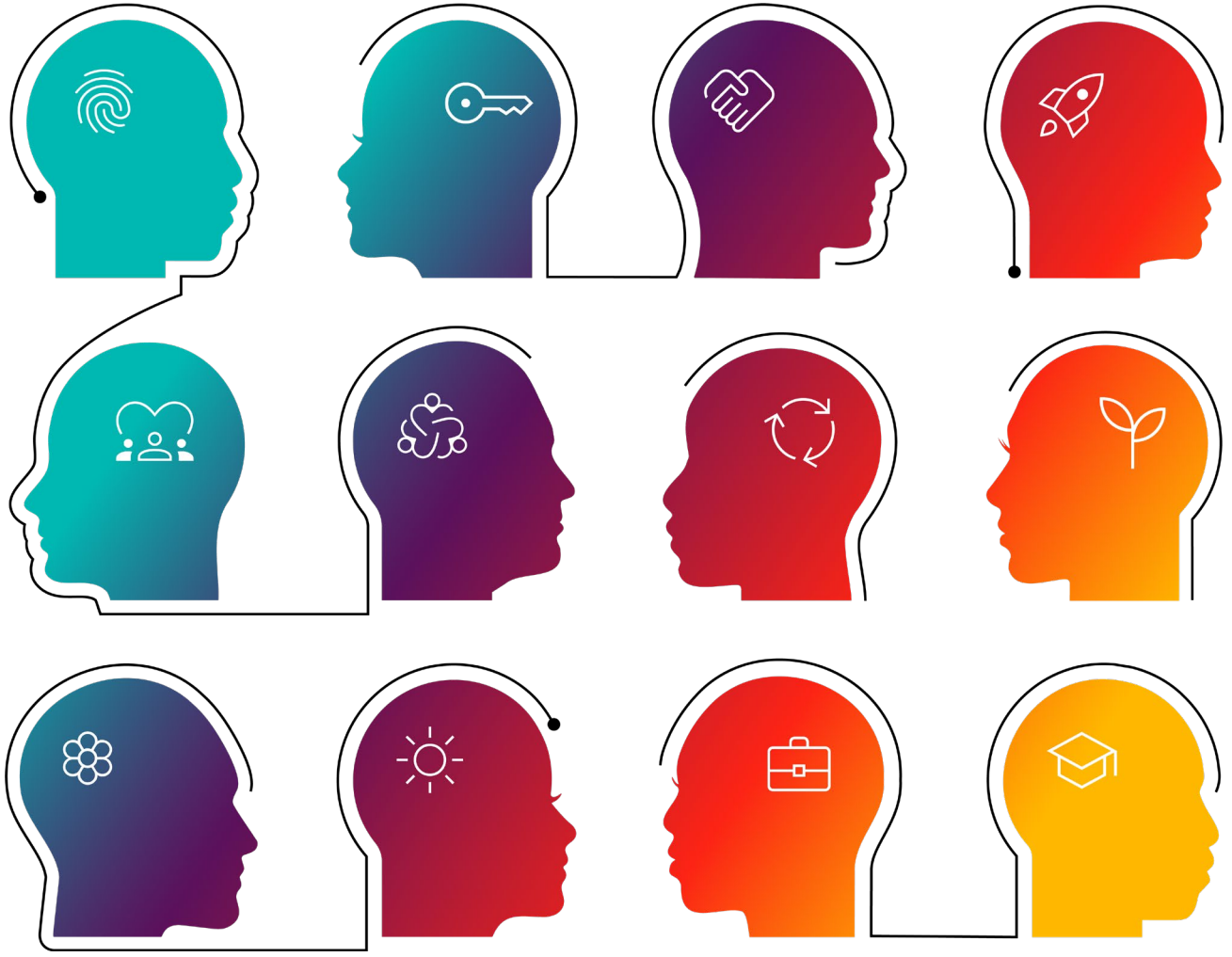
For media enquiries, please contact:
media@adeccogroup.com



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