AI AND THE WORKFORCE

2025 White Paper

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THE VOICE OF THE
INNOVATION ECONOMY

Acknowledgments

About TechNet

TechNet is the national, bipartisan network of technology CEOs and senior executives that promotes the growth of the innovation economy by advocating a targeted policy agenda at the federal and 50-state level. TechNet's diverse membership includes dynamic American businesses ranging from startups to the most iconic companies on the planet and represents over 4.5 million employees and countless customers in the fields of information technology, artificial intelligence, e-commerce, the sharing and gig economies, advanced energy, transportation, cybersecurity, venture capital, and finance.

TechNet's members include many of the world's leading AI developers, researchers, and users.

As the Voice of the Innovation Economy, TechNet advances public policies and private sector initiatives at the federal, state, and local levels that make the United States the world leader in innovation. We champion policies that foster a climate of innovation and competition, allowing America's tech industry to flourish.

TechNet has offices in Austin, Boston, Chicago, Denver, Harrisburg, Olympia, Sacramento, Silicon Valley, Tallahassee, and Washington, D.C.

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Over the past decade, artificial intelligence (AI) technology has become increasingly integrated into the U.S. economy and the daily lives of Americans and people across the globe. The recent advent of generative AI technology has further accelerated this trend and broadened our ability to supercharge innovation to benefit humankind on a much grander scale.

AI has the potential to create significant value across every sector and, according to recent estimates, is poised to contribute up to $20 trillion to the global economy through 2030.[1] AI innovation presents an immense opportunity to improve the lives of all Americans, but only if it is thoughtfully and intentionally integrated in a manner that allows everyone to benefit.

One of the most consequential topics associated with recent advancements in AI technology is how and to what extent AI tools will affect the workforce, the nature of work, and existing jobs. This paper examines the many ways in which AI, when implemented responsibly, can benefit the entire workforce.

In the following pages, we outline the many opportunities that AI presents for job creation, career advancement, worker empowerment and well-being, and workplace safety and accessibility.

Using history as a guide, we also examine the potential challenges that AI could pose for workers and the steps that stakeholders, including policymakers and business leaders, should take to ensure that all workers are able to benefit from and take advantage of AI-driven opportunities.

Job Creation

The acceleration of AI technology has not only led to an increased need for professionals with expertise in AI development, data science, and programming, it is also driving the creation of new jobs to manage AI integration, develop and oversee employee AI adoption and training programs, and ensure AI solutions are being used effectively and ethically across organizations.

Small Business Growth

AI solutions are providing small businesses with access to powerful new analytical tools and capabilities that can enable them to streamline operations and focus more on growth. According to the U.S. Small Business Administration, two out of three jobs added to the economy over the past 25 years are from small businesses.

Democratizing Access to New Skills

AI-powered learning platforms are providing people from all walks of life with greater access to personalized education and training tools that can accelerate skills development, enhance learning outcomes, and help individuals pursue new opportunities or professional growth.

Achieving Better Work-life Balance and Well-being

AI tools can help free up time and, in many cases, help workers attain a healthier work-life balance by automating routine and time-consuming tasks, augmenting work products, and increasing efficiency. By delegating routine, repetitive tasks to AI systems, workers can reclaim valuable time and mental resources, freeing them to focus on themselves or more rewarding and stimulating work.

Better Predictive Maintenance and Hazard Prevention

When provided adequate data from workers, sensors, and other monitoring capabilities, AI can supply employers and workers with valuable real-time and predictive insights by analyzing workplace environments, machinery, and procedures to assess and identify potential risks or hazards with greater accuracy and speed. This enables employers and workers to monitor compliance with safety standards more effectively and accurately and proactively manage risks to reduce potential accidents and equipment failures.

Improved Immersive and Interactive Training

AI can improve workplace and occupational safety by providing personalized, interactive, and immersive learning experiences that address specific workplace risks and challenges. AI-enhanced simulations can provide employees with more immersive and effective training courses to practice safety protocols, prepare for emergencies and hazardous situations, and create enhanced awareness to prevent or prepare for accidents.

Enhancing Workplace Safety

Whether monitoring environmental safety and equipment performance, providing immersive training experiences for workers, or performing strenuous and potentially dangerous tasks, AI applications and tools for on-the-job safety are diverse and far-reaching.

Eliminating Risk

The application of AI to robotics and unmanned vehicle technology is providing workers with vital tools to perform tasks that would otherwise be strenuous or even put their safety at risk. Workers can use AI-enabled robots, autonomous vehicles, and drones to perform tasks in challenging environments with greater speed and efficiency without putting themselves in harm's way.

Making Work More Accessible

AI-powered tools and resources are making the workplace more accessible and lowering barriers to entry for people living with disabilities and individuals who may lack the resources to participate in parts of the workforce that were once inaccessible to them. AI is transforming the lives of people with disabilities by enhancing mobility, providing new and innovative means of communication, and giving them tools to regain or realize abilities that they once lost or never had.

Enhancing Productivity

AI is being leveraged by workers across all sectors and at every career level to save time, improve their work products, and focus more on core objectives and activities that enhance their value as employees and empower them to advance their careers. By streamlining everyday, time-consuming tasks that often impede productivity, AI enables workers to reallocate time and resources to priorities that are more strategic and creative or require a more human touch.

Maximizing Performance

AI tools are helping workers improve their overall performance and the quality and accuracy of their work. Whether keeping track of inventory in a warehouse, proofing copy for errors, or managing data entry, by leveraging AI, workers can improve the accuracy and quality of their work and avoid spending excess time checking for human error.

Streamlining Teamwork and Communication

AI-powered tools can enhance operations and team collaboration by helping to manage project workflows, schedule meetings, streamline communication, provide insights, and identify trends to help teams work more efficiently on projects. Businesses and workers are using AI to make virtual and in-person meetings more inclusive and productive by providing real-time language translation, transcribing conversations, and generating meeting summaries.

Faster and More Informed Decision-making

AI tools can help workers and teams make informed decisions faster. AI applications can quickly find patterns in large quantities of data, predict outcomes, and recommend potential courses of action so that workers and their teams can make informed decisions based on data-driven evidence in less time.

CONTENTS

AI

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Artificial intelligence (AI) has been playing an integral part in streamlining our daily lives for many years, helping us navigate traffic, search the internet, secure our mobile devices, homes, and bank accounts, answer questions through digital voice assist, translate languages, and discover new music and other sources of entertainment. However, recent technological advancements have broadened our ability to harness the power of AI to improve people's lives and society on a much grander scale. Today, AI is ushering in a new age of accelerated scientific discovery and has the potential to drive significant economic prosperity for all if harnessed and integrated in a responsible manner that prioritizes both technological advancement and the well-being of society.

Artificial intelligence is a broad field encompassing many different technologies that, to varying degrees, can perform tasks that normally require human intelligence. Machine learning, computer vision, and natural language processing are subsets of AI technology and techniques that are commonly used across a wide range of applications, many of which have been involved in improving our daily lives and driving scientific advances for over a decade. In fact, AI has been around since it emerged as a field of computer science in the 1950s. However, the recent public debut of new advanced generative AI systems, beginning with OpenAI's ChatGPT, has captured the world's attention due to the technology's ability to create new content and outputs when prompted.

Generative AI is powered by large AI models called foundation models that can perform a variety of tasks, such as summarization, classification, and new content creation. "Generative" refers to the fact that these tools can identify patterns across enormous data sets and can be trained to learn complex subjects like programming languages, engineering, chemistry, or biology and then reuse that training data to solve new problems and generate new outputs and content that is similar to the input data.

The capabilities of generative AI, in addition to other recent advances in AI technology, are leading to the creation of new tools that humans can leverage to boost productivity, accelerate scientific progress, and solve complex problems. AI has the potential to create significant value across every sector. However, as with most general-purpose technologies, the manner in which these tools are integrated and utilized ultimately determines the nature of the value they generate and who receives the benefit of that value.

One of the most hotly debated and consequential topics associated with the recent advancements in AI technology is how and to what extent AI tools will affect the workforce, the nature of work, and existing jobs. AI has tremendous potential to create new jobs, empower workers, and transform people's professional lives for the better.   However, despite AI's many benefits, it also carries its share of unique risks, has the potential to create disruptive shifts in the labor market, and can present challenges for workers if not properly integrated into the workplace.

Realizing AI's full potential and mitigating its plausible risks to workers are not mutually exclusive goals. Crude restrictions or bans on AI technology in the workplace would not only serve to undercut U.S. innovation and global competitiveness but would also prevent workers from taking advantage of these valuable tools and resources that have the potential to augment their work capabilities and enhance their careers. On the other hand, a completely detached approach that fails to responsibly and ethically integrate AI technology into the workforce and neglects to equip workers with the skills to effectively utilize AI tools would be equally, if not more, detrimental to society over the long term. It is crucial that policymakers and the private sector work together to chart a middle course on AI integration that generates value for U.S. workers and businesses and preserves our ability to innovate and compete.

This paper examines how AI can transform the workforce and the nature of work for the better when implemented responsibly. Using history as a guide, it also provides detailed stakeholder recommendations and insights that are meant to serve as a blueprint for policymakers and business leaders on how to integrate AI into the workforce in a manner that mitigates potential risks and achieves maximum value for all stakeholders.

EXPANDING OPPORTUNITY AND ADVANCING CAREERS

Creating New Job Opportunities

Advancing Careers and Democratizing Access to New Skills

Connecting Individuals with the Right Jobs

The benefits of AI adoption are far-reaching and apply to almost every sector. As a result, AI is creating new job opportunities across the economy and will continue to do so far into the future. Businesses and government entities of all shapes and sizes are adopting and integrating AI technology within their organizations.

KPMG

2/3 of U.S. executives

U.S Executives said that implementing generative AI would require hiring new talent and training existing talent to build, implement, scale, and improve AI-driven processes

This growing demand for AI technology has not only led to an increased need for professionals with expertise in AI development, data science, and programming, it is also driving the creation of new jobs to manage AI integration, develop and oversee employee AI adoption and training programs, and ensure AI solutions are being used effectively and ethically across organizations.

According to a KPMG Generative AI Survey, two-thirds of U.S. executives said that implementing generative AI would require hiring new talent and training existing talent to build, implement, scale, and improve AI-driven processes.[2] As companies implement AI integration strategies, new roles are being created to bridge the gap between leadership decisions regarding AI systems and how those decisions are implemented in the field. AI skill developers and trainers, solution and decision architects, and product development teams are direct examples of new roles that will need to be created to ensure companies and organizations can realize the benefits of AI adoption. Job opportunities for roles that utilize AI or are complemented by AI integration are also on the rise due to increased AI adoption, particularly in the fields of data science, cybersecurity, and robotics.

AI tools are also helping to fuel small business growth. According to the U.S. Small Business Administration, two out of three jobs that were added to the economy over the past 25 years are from small businesses, amounting to 12.9 million net new jobs.[3]

— U.S. SMALL BUSINESS ADMINSTRATION

2 of 3 jobs added

Jobs that were added to the economy over the past 25 years are from small businesses, amounting to 12.9 million net new jobs

INTUIT —

Intuit Assist

Helps small businesses accelerate growth and empowering entrepreneurs and employees to focus more on the core aspects of their businesses and work that matter to them

Today, AI solutions are providing small businesses with access to powerful new analytical tools and capabilities that can enable them to streamline operations and focus more on growth. AI tools can assist in creating marketing content, enhance customer engagement and support, analyze financial and market data, and provide predictive insights to allow small businesses to make more informed decisions.

AI applications are leveling the playing field for small businesses and providing entrepreneurs with access to data and tools that were once cost-prohibitive. Generative AI-powered assistants, like Intuit Assist, are helping small businesses accelerate growth and empowering entrepreneurs and employees to focus more on the core aspects of their businesses and work that matter to them. Intuit Assist provides entrepreneurs with personalized, intelligent recommendations to help small business owners make smart financial decisions and grow their businesses with less work. Intuit Assist can streamline the accounting process and provide personalized insights and recommendations for small businesses based on cash flow, which can help them determine whether they can weather a drop in business or hire additional employees to help take them to the next level. By enhancing the ability for small businesses to compete and invest more time and resources in growth, AI can help fuel new job growth across the economy.
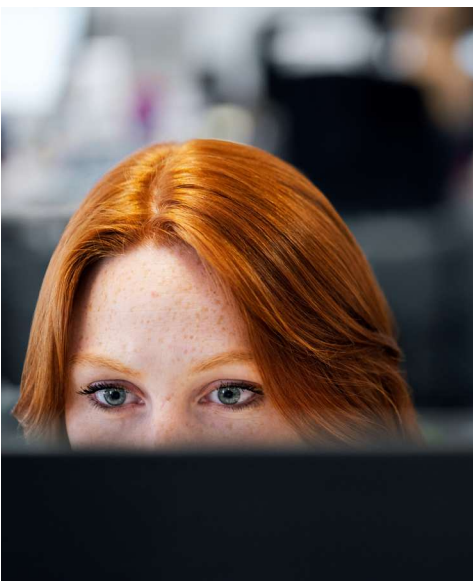
Whether reskilling for a career change or training to attain a promotion, workers across the economy are using new AI tools and capabilities to advance their careers and acquire new skills.

CAREERVILLAGE

COACH

by CareerVillage.org

AI-powered Coach offers personalized career guidance, support, and skill development for job seekers

AI-powered learning platforms are providing people from all walks of life with greater access to personalized education and training tools that can accelerate skills development, enhance learning outcomes, and help individuals pursue new opportunities for professional growth. AI tools can also support continual learning to help professionals adapt to changing job requirements and market demands.

By democratizing access to personalized training resources, AI is lowering barriers to upskilling and providing workers with new and cost-effective tools to improve their lives and careers. Whether learning how to code, improving writing and language skills, or getting personalized career coaching and insights, AI-driven solutions can level the playing field for workers of all backgrounds and professions.

Today, millions of learners don't have access to quality career support and don't feel prepared for college or a career. At the same time, the need for continuous learning and career development is more important than ever. AI applications are helping to bridge this career support gap. AI career coaches like **CareerVillage**'s 'Coach' offer personalized career guidance, support, and skill development for job seekers. Coach is specifically designed to enable low-income communities' upward economic mobility and democratize access to career information and advice among underrepresented populations. Coach is an AI-powered chat tool designed to help users explore thousands of different career paths, identify needed skills, make informed career decisions, and prepare for and apply for new job opportunities.

AI applications like Coach can empower workers and job seekers by facilitating continuous learning and tailoring experiences to the unique needs and aspirations of every learner, offering personalized recommendations and support and the resources needed for students and workers to stay ahead of the curve and adapt to changing landscapes.

AI is expanding the availability of high-quality on-the-job virtual training opportunities, making it easier and safer for workers to acquire new skills and achieve their career goals.

AI training tools in the workplace can also provide valuable upskilling opportunities on the job. By merging AI with virtual and augmented reality technology, immersive simulations and training environments can more accurately replicate real-world scenarios and experiences, allowing workers to practice skills and attain hands-on experience in a safe environment. AI is also increasing access to virtual reality training by making the development of realistic simulated environments cheaper, more effective, and less time-consuming. Whether learning how to perform medical surgery, drive a forklift, or fly an airplane, AI is expanding the availability of high-quality on-the-job virtual training opportunities, making it easier and safer for workers to acquire new skills and achieve their career goals.

While AI can help workers attain new skills, achieve promotions, and realize their career goals, it also provides tools to help people find and get hired in the right jobs for them.

HIREVUE

Hire★Vue
Find My Fit

AI-driven technology to help identify what roles best match a job candidate's potential

Whether entering the job market, changing career paths, or switching to a different company, AI-powered job search platforms can analyze an individual's skills, qualifications, and preferences to provide personalized job recommendations tailored to their profile and interests. AI algorithms can help match job seekers with relevant job openings, which can streamline the search process and increase the chance of finding the right opportunities.

For example, **HireVue**'s Find My Fit uses AI-driven technology to help identify what roles best match a job candidate's potential. Candidates only need to complete a brief assessment of their interests, personalities, styles, soft skills, and backgrounds. Find My Fit then analyzes the results, and compares them to an organization's open opportunities, and recommends the best roles for the job candidate. By recommending roles based on a candidate's skills and interests, Find My Fit helps to match candidates to job opportunities that may be beyond the traditional roles they've always applied to—ensuring they don't miss out on opportunities simply because of job title labeling. HireVue's AI-driven tech also allows employers to adopt a skills-based hiring strategy that helps them reduce bias, unlock candidate potential, and find the right person for each job.

ENHANCING WORKPLACE SAFETY, WELL-BEING, AND ACCESSIBILITY

Helping Workers Achieve a Better Work-life Balance and Well-being

Enhancing Workplace Safety

Improving Workplace Accessibility

AI tools can help free up time and, in many cases, help workers attain a healthier work-life balance by automating routine and time-consuming tasks, augmenting work products, and increasing efficiency.

ORGANISATION FOR ECONOMIC
COOPERATION AND DEVELOPMENT

"

The majority of employees who use AI at work reported that AI not only improved their performance but that it also improved job enjoyment…

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By delegating routine, repetitive tasks to AI systems, workers can reclaim valuable time and mental resources, freeing them to focus on themselves or more rewarding and stimulating work.

In addition to automating tasks, AI-driven applications can help workers stay organized and save time on the job or during their personal time. AI tools can assist in schedule management, workload prioritization, and written communication, which can save time, improve performance, and enhance an individual's sense of control and personal well-being. An OECD survey found that the majority of employees who use AI at work reported that AI not only improved their performance but that it also improved job enjoyment and their mental and physical health. [4]

Even small amounts of time saved with AI tools can help people feel more in control of their jobs and achieve a better work-life balance. According to a 2024 Reuters survey, which interviewed over 2,200 professionals, when asked how they would spend the extra time saved by using AI tools, the majority of respondents said they would focus on establishing a better work-life balance and achieving a stronger sense of personal well-being. When asked about the potential improvements to the value of their work that AI could bring, professionals believed that AI could help deliver greater value by freeing up time, increasing efficiency and productivity, and directly adding value to work. [5]

By using AI tools to manage workloads better, save time, improve performance, and achieve a better work-life balance, workers can reduce the risk of burnout and ensure that their skills are utilized to the fullest, resulting in increased job satisfaction and well-being in the workplace.

One of the significant advantages that AI can offer workers is enhanced support for physical safety and health in the workplace and out in the field. Whether monitoring environmental safety and equipment performance, providing immersive training experiences for workers, or performing strenuous and potentially dangerous tasks, AI applications and tools for on-the-job safety are diverse and far-reaching.

AMAZON

Amazon has been a pioneer in using machine learning and subsequent AI innovations to power customer fulfillment and has being doing so for over 25 years

Improving Worker Experience and Safety

Machine learning systems have been an established part of business processes for many years, particularly in areas such as supply chain optimization and fulfillment logistics. For example, **Amazon** has been a pioneer in using machine learning and subsequent AI innovations to power customer fulfillment and has been doing so for over 25 years. As AI technology advances, similar systems are being created and adapted by Amazon and countless other companies to increase workplace safety and efficiency.

An example of this is Amazon's Proteus, an autonomous mobile robot that moves heavy carts full of packages around fulfillment centers, using AI to navigate in the same space as workers without causing disruptions. In designing Proteus, Amazon was motivated by its commitment to improving worker experience and safety. Proteus supports workers in outbound dock operations by moving carts that weigh up to 800 pounds, reducing the need for workers to walk long distances pushing heavy carts to outbound docks.

Amazon integrated AI into Proteus's sensing and navigation technology to detect humans and navigate outside of fenced-off areas where other Amazon robotics work. Proteus is an example of a technology that responsibly leverages AI by detecting workers while not monitoring them.

Specifically, **Proteus** uses AI to classify objects as human or non-human and whether they are in motion, then determine the right behavior to navigate around them. Using AI to determine which obstacles are human allows Proteus to give people more space and know when to make appropriate warning noises. Without these AI capabilities, Proteus would both disrupt customers' orders and overwhelm workers through unnecessary alerts and inefficient movement. Proteus's ability to work beyond fenced off areas directly with people will help Amazon safely scale faster delivery of a larger selection of items to a greater number of customers.

Technologies like Proteus highlight the benefits that can come from responsibly integrating AI into workplaces. Amazon's Proteus is a case study in the consideration of how public policy that supports the integration of responsible AI in the workplace can improve safety, better worker experience, and deliver benefits to consumers.

Workplaces that involve the operation of complex machinery, particularly in the fields of manufacturing, construction, energy, and utility maintenance and operations, stand to benefit greatly from the analytical power of generative AI and machine learning systems.

GENERAL MOTORS

GM is utilizing AI-driven predictive analytics to enable their manufacturing teams to optimize vehicle output through historical performance and real-time data analytics of their robotics and conveyor systems

DELOITTE

With AI-enhanced predictive maintenance makes the workplace safer, lowers cost, and improves: productivity overall:

25% increase in productivity

70% reduction in breakdowns

25% lower maintenance costs

Predictive Maintenance and Hazard Prevention

When provided adequate data from workers, sensors, and other monitoring capabilities, AI can supply employers and workers with valuable real-time and predictive insights by analyzing workplace environments, machinery, and procedures to assess and identify potential risks or hazards with greater accuracy and speed. This enables employers and workers to monitor compliance with safety standards more effectively and accurately and proactively manage risks to reduce potential accidents and equipment failures.

As manufacturing technology advances, AI is helping to provide workers with a deeper understanding of individual machines, as well as a more accurate and comprehensive view of more extensive networks of interconnected assets within a workplace. **General Motors** (GM) is utilizing AI-driven predictive analytics to enable their manufacturing teams to optimize vehicle output through historical performance and real-time data analytics of their robotics and conveyor systems. GM's AI applications are designed to learn and discern anomalous patterns indicative of potential malfunctions. These early-detection algorithms can enable swift and proactive interventions to help avert unscheduled downtimes and ensure a seamless vehicle supply chain.

In addition to preventing output delays, predictive maintenance strategies and tools are directly correlated with workplace safety and are critical to identifying and preventing possible equipment failures and workplace hazards before they occur. AI can enhance predictive maintenance by analyzing equipment and environmental data patterns to detect and predict anomalies in real time and prevent potential failures before they occur. AI-enhanced predictive maintenance not only makes the workplace safer but also helps lower costs and improve workplace productivity overall. According to **Deloitte**, on average, predictive maintenance increases productivity by 25 percent, reduces breakdowns by 70 percent, and lowers maintenance costs by 25 percent.[6] When equipment failures are prevented, maintenance workers spend less time reacting to machine failure and more time anticipating and preventing future issues.

AI can also improve workplace and occupational safety by providing personalized, interactive, and immersive learning experiences that address specific workplace risks and challenges. AI can be leveraged to significantly enhance worker training by tailoring training programs to address individual employee needs.

Immersive and Interactive Training

AI systems can also provide real-time feedback to workers during training exercises, highlighting areas for improvement and reinforcing correct safety behaviors. By providing instant feedback based on individual performance metrics, AI can help workers learn and internalize safety protocols more effectively.

AI-enhanced simulations can provide employees with more immersive and effective training courses to practice safety protocols, prepare for emergencies and hazardous situations, and create enhanced awareness to prevent or prepare for accidents. When combined with AI technology, virtual reality (VR) and augmented reality (AR) simulations can create realistic interactive experiences that allow workers to train and practice safety procedures in controlled and risk-free environments. By immersing workers in simulated conditions and scenarios, AI-enhanced simulation training can help employees develop critical safety skills and muscle memory to improve work performance and safety, leading to better preparation for real-world scenarios.

Incorporating AI technology into VR and AR simulations can significantly enhance the quality of simulations by enabling more detailed, realistic, and intuitive experiences. AI's ability to analyze vast amounts of data and generate virtual content much faster than traditional methods can also reduce the time and cost of creating simulations, paving the way for cheaper and more widely available VR and AR workforce training and education tools.

As the demand for skilled workers continues to grow, companies like Interplay Learning are using AI to create safer workplaces and provide new upskilling pathways for workers.

✦ ────────── INTERPLAY LEARNING

Interplay ▮ Learning

Interplay Learning uses AI to create safer workplaces and provide new upskilling pathways for workers

Companies like **Interplay Learning** are helping to reshape worker training and workplace safety by delivering AI-enhanced immersive learning experiences and workforce training solutions. Immersive training experiences, which include advanced AI and virtual reality technology, can provide technical trades workers with highly effective simulation training that empowers them to develop new skills and advance their careers quickly.

By combining AI with immersive training simulations, companies like Interplay can provide personalized learning paths for individual workers and teams, which increases engagement and retention and boosts worker confidence, enabling trainees to expand their skill sets and contribute to safer and more effective workplaces.

Making Jobs Safer

The application of AI to robotics and unmanned vehicle technology is providing workers with vital tools to perform tasks that would otherwise be strenuous or even put their safety at risk. Workers can use AI-enabled robots, autonomous vehicles, and drones to perform tasks in challenging environments with greater speed and efficiency without putting themselves in harm's way.

AI-enhanced drones can be used to remotely monitor infrastructure, such as oil rigs, pipelines, bridges, and power plants, and can be deployed for emergency response in situations such as natural disasters, fires, or chemical spills. AI can also analyze data in real time to help first responders navigate through hazardous environments and quickly conduct damage assessments to minimize safety risks while effectively aiding those in need of help.

Robots equipped with AI can perform tasks that require heavy lifting in industries such as construction, manufacturing, and logistics, reducing the risk of injuries for workers.

DOORDASH

DOORDASH
SafeChat+

Doordash's AI-powered feature will help ensure the safety and well-being of its Dashers by providing them with an additional layer of protection that addresses issues before they become problematic

Additionally, AI-powered robots can handle hazardous materials or substances, minimizing workers' exposure to dangerous chemicals or environments.

Workplace safety isn't just about preventing physical strain or injury. Protecting workers from situations that could pose harm to their mental health and well-being is equally as important. Verbal abuse and harassment represent one of the most common safety challenges facing workers in jobs that involve frequent customer interactions. That is why companies like **DoorDash** are utilizing AI to review in-app conversations for offensive language, verbal abuse, and harassment. Capable of evaluating more than 1,400 conversations every minute, DoorDash's SafeChat+ can detect inappropriate conversations early on and prevent situations from escalating by allowing Dashers to cancel orders without repercussions when safety violations are detected. DoorDash's new AI-powered feature will help ensure the safety and well-being of its Dashers by providing them with an additional layer of protection that addresses issues before they become problematic.

AI-powered tools and resources are making the workplace more accessible and lowering barriers to entry for people living with disabilities and individuals who may lack the resources to participate in knowledge-based work.

◆ —————————————— CRUISE
+ NATIONAL DISABILITY INSITITUTE

Widely available AI-powered autonomous ride-hail service could increase the labor participation rate by **15 percent** among individuals with disabilities, resulting in **4.4 million** direct jobs

AI is transforming the lives of people with disabilities by enhancing mobility, providing new and innovative means of communication, and giving them tools to regain or realize abilities that they once lost or never had. AI-powered communication aids are helping individuals with speech or hearing disabilities communicate clearly through text-to-speech and speech-to-text applications. AI-powered visual recognition technology can assist individuals with visual impairments in navigating their surroundings through real-time audio feedback, and voice recognition and eye-tracking technology can help people with mobility impairments use devices remotely and navigate computer interfaces.

The rapid processing capabilities of AI technology are helping individuals with disabilities gain the independence and ability to live fuller lives and participate in parts of the workforce that were once inaccessible to them. AI-powered tools are also enabling employers to offer new resources and assistive technologies to enhance workplace well-being and accessibility for workers with special needs.

The rise of advanced driverless technology, powered by AI and machine learning, has the potential to one day provide a safe and reliable means of transportation for people who are unable to drive, which could unlock access to job opportunities for millions of Americans.

For the 42.5 million Americans who identify as living with a disability, a lack of transportation access can be prohibitive to workforce participation. The unemployment rate for people with disabilities was double the rate for those without in 2023. As of May 2024, the labor force participation rate for people with disabilities in the United States was 25 percent, compared to 67.9 percent for people without disabilities. [7]

When integrated with autonomous vehicle technology, AI has the potential to unlock access to job opportunities for millions of Americans by removing the high barrier to workplace access that transportation creates for the disability community. According to a joint report by **Cruise** and the National Disability Institute, an accessible and widely available AI-powered autonomous ride-hail service could, under a moderate scenario, increase the labor participation rate by 15 percent among individuals with disabilities, resulting in 4.4 million direct jobs. [8]

SUPPORTING AND EMPOWERING WORKERS

Enhancing Productivity

Improving Performance

Streamlining Teamwork and Decision-making

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Like all machines and tools, AI is designed to increase productivity and allow people to accomplish specific tasks and goals with greater speed and efficiency at work and throughout everyday life.

AI-enhanced productivity can come in many different forms, such as automating rote tasks, improving time management and workplace organization, streamlining communication, or decreasing the amount of time it takes to analyze data, conduct and summarize research, or learn new skills and information.

AI applications and uses are not limited to technical jobs, such as data scientists and software engineers. AI is being leveraged by workers across all sectors and at every career level to save time, improve their work products, and focus more on core objectives and activities that enhance their value as employees and empower them to advance their careers. In fact, the majority of workers using AI today are people in nontechnical roles, such as warehouse workers, middle managers, healthcare workers, customer care workers, educators, and administrators, among many others. [9]

One of AI's most substantial contributions to the workplace is its ability to automate repetitive and time-consuming tasks. AI-powered systems can streamline and automate everyday activities like data entry, invoicing, recordkeeping, and customer support. AI can be used to transcribe meetings, translate text and speech into multiple languages, draft copy and marketing materials, and summarize reports and data to extract insights in a fraction of the time that it would normally take.

It is estimated that AI-driven productivity gains could help save U.S. workers over 78 million hours a week on routine and repetitive tasks by 2026.[10]

3M HEALTH INFORMATION SYSTEMS

3M

3M's AI platform is capable of handling over 250 types of electronic health records and assists clinicians in generating more accurate, structured, and efficient notes from patient-physician interactions

AI's ability to enhance worker productivity spans a diverse set of occupations, functions, and industries. Recent controlled studies found that the utilization of generative AI enables customer service agents to handle 14 percent more customers every hour, allows consulting professionals to write 59 percent more business documents per hour, and allows programmers to complete 126 percent more tasks weekly. [11][12][13]

The value that workers can derive from productivity-enhancing AI tools isn't only about saving time or getting work done faster. By streamlining everyday, time-consuming tasks that often impede productivity, AI enables workers to reallocate time and resources to priorities that are more strategic and creative or require a more human touch. For example, **3M Health Information Systems** (HIS), in collaboration with Amazon Web Services, is utilizing machine learning and generative AI to reduce administrative burdens on physicians and healthcare providers. 3M's AI platform can handle over 250 types of electronic health records and assists clinicians in generating more accurate, structured, and efficient notes from patient-physician interactions. Administrative burdens and electronic health records are significant stressors for physicians, which can detract from time with patients and lead to burnout. By integrating AI-driven clinical documentation solutions into workflows, tools like 3M's HIS can give physicians more time to make informed decisions and engage directly with their patients rather than being tied up with paperwork.

Beyond increasing efficiency by speeding up or automating time-consuming tasks, workers can take advantage of AI tools to improve their overall performance and the quality and accuracy of their work.

───── HARVARD BUSINESS SCHOOL + BCG

A joint study tracked the performance of a diverse set of workers and found that the integration of AI tools significantly enhanced both task completion and the quality of work performed

Whether keeping track of inventory in a warehouse, proofing copy for errors, or managing data entry, by leveraging AI, workers can improve the accuracy and quality of their work and avoid spending excess time checking for human error.

A joint study by Harvard Business School and BCG, which tracked the performance of a diverse set of workers across a series of 18 different tasks, found that integrating AI tools significantly enhanced both task completion and the quality of the work performed. [14]

In addition to using AI to improve the accuracy and quality of their work, workers can take advantage of AI tools specifically designed to help individuals increase performance by analyzing their work patterns and preferences. AI assistants and scheduling tools can provide workers with personalized productivity suggestions, time management guidance, and workflow optimization plans to help maximize daily performance.

In addition to improving individual worker performance, AI tools can be highly effective in enhancing teamwork and workplace communication.

CROWDSMART

CrowdSmart

CrowdSmart's human-interactive AI allows workers and teams to share and refine their intelligence with curated insights to generate trusted and predictive strategies, plans, and decisions

As technology evolves and data availability grows, the modern workplace is becoming increasingly fast-paced, and business decisions are becoming more and more complex. The need for efficient team communication and collaboration has never been greater.

AI-powered tools can enhance operations and team collaboration by helping to manage project workflows, schedule meetings, streamline communication, provide insights, and identify trends to help teams work more efficiently on projects. As workers and teams use AI tools, AI can learn from user interactions and decision outcomes to further optimize outputs and improve team success.

CrowdSmart, an AI-guided collaboration platform that drives organizational alignment and action, helps workers and teams communicate and work more efficiently. CrowdSmart's human-interactive AI allows workers and teams to share and refine their intelligence with curated insights to generate trusted and predictive strategies, plans, and decisions. This helps leaders and their teams harness the best ideas, knowledge, and strategies without endless meetings, emails, and spreadsheets, allowing workers to focus on creative work and ideas that drive and improve outcomes.

In addition to driving efficient team collaboration, businesses and workers are using AI to make virtual and in-person meetings more inclusive and productive by providing real-time language translation, transcribing conversations, and generating meeting summaries.

ZOOM

Zoom has been harnessing the power of AI for years to enhance the quality of team meetings

AI-assisted communication capabilities can help team leaders establish more purposeful collaboration and make meetings more impactful and beneficial for everyone involved. Platforms like **Zoom**, which have been harnessing the power of AI for years to enhance the quality of team meetings, are incorporating generative AI assistants that can summarize meetings, highlight action items, and provide strategic insights that improve meeting efficiency, streamline decision-making, and help teams stay focused on key objectives.

AI tools can also help workers and teams make informed decisions faster. Ever-increasing data availability can provide new and more accurate insights, but analyzing and distilling greater amounts of information by traditional means can be time-consuming and expensive. AI technology can quickly find patterns in large quantities of data, predict outcomes, and recommend potential courses of action so that workers and their teams can make informed decisions based on data-driven evidence in less time.
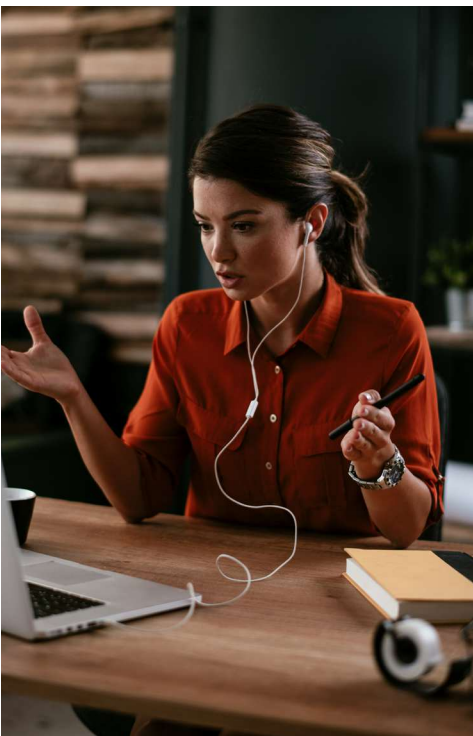
RECOMMENDATIONS FOR STAKEHOLDERS

Policymakers

The Private Sector

Throughout history, pivotal technological advances have sparked periods of rapid innovation that fundamentally changed the course of human progress. The rise of general-purpose technologies, such as the steam engine, the printing press, electricity, and the internet, drastically transformed human society and the way people live, work, travel, and communicate.

While major innovations have historically driven economic growth, prosperity, competition, and long-term employment growth, they also have the potential to create short-term labor market disruptions. Inevitably, these short-term disruptions have been offset by the creation of new jobs in emerging industries. In fact, new jobs created by technological innovation have always driven the majority of long-term employment growth. Today, 60 percent of workers are employed in occupations that did not exist in 1940, and over 85 percent of employment growth over the last 80 years can be attributed to the technology-driven creation of new positions. [15] In addition to job growth, each major technological breakthrough has ultimately led to greater opportunity, better standards of living, and societal progress.

As a game-changing general-purpose technology, the economy-wide adoption of AI tools is inevitable and occurring at a much faster rate than most people realize. According to McKinsey's 2024 Global Survey on AI, 65 percent of respondents report that their organizations are regularly using generative AI, nearly double the percentage from its 2023 survey. From 2018 to 2023, AI adoption by respondents' organizations consistently hovered around 50 percent. In 2024, that adoption jumped to 72 percent. [16]

AI has tremendous potential to create new jobs, empower workers, and transform people's professional lives for the better without causing significant disruptions in the labor market. How and to what extent the workforce realizes the benefits of AI will, in many ways, be determined by how the government, industry, and civil society choose to shape and integrate AI technology. In order to maximize the benefits of AI for all stakeholders while minimizing disruptions, employers and policymakers must work to identify and evaluate AI's opportunities and risks and determine how best to prepare workers of all backgrounds to succeed in an increasingly digitalized economy.

When major technological advances occur, early-stage decisions regarding how technology is developed and integrated are crucial to shaping its trajectory. The following stakeholder recommendations and insights are meant to serve as a guide for policymakers and business leaders on how to integrate AI into the workforce and provide the necessary resources so that workers of all backgrounds can take advantage of the many benefits that AI has to offer.

Policymaker Recommendations:
Invest in Reskilling and Education Programs

→ OPPORTUNITIES

— Strong and readily available
   STEM education

— Greater government
   investments in upskilling,
   reskilling, and training
   programs, and pathways

— Increase equitable access
   to digital skills training across
   occupations and expand
   online skills

— Workforce training programs
   for underserved and
   underrepresented
   communities

U.S. BUREAU OF LABOR AND STATISTICS

8.0% vs. 3.7%

Occupations in the STEM field are
expected to grow 8.0 percent by
2029, compared with 3.7 percent
for all occupations

AI has the potential to transform the nature of work for the better and provide numerous benefits to American workers across all industries and backgrounds. Today's technological advancements are changing the demand for talent at an accelerated pace, requiring an increasingly skilled and adaptable workforce.

American companies throughout the entire tech ecosystem consistently face talent shortages due to a lack of investment and focus on science, technology, engineering, and math (STEM) education and training programs. Although AI tools can help broaden access to and improve worker training resources, they are also reshaping the nature of labor demand. The rapid adoption and integration of AI technology throughout non-tech sectors is poised to extend the demand for skilled workers beyond the tech industry. According to the U.S. Bureau of Labor and Statistics, employment projections show that occupations in the STEM field are expected to grow 8.0 percent by 2029, compared with 3.7 percent for all occupations. [17]

Without strong and readily available STEM education, technical training, and upskilling opportunities, many workers may be unable to attain the digital skills they need to take advantage of AI-driven job opportunities or pursue careers in in-demand STEM fields. Greater government investments in upskilling, reskilling, and training programs and pathways are imperative to ensuring that all American students and workers can realize the benefits of AI and succeed in a global, interconnected, and technology-driven economy. Efforts to increase equitable access to digital skills training across occupations and expand online skills and workforce training programs for underserved and underrepresented communities are also critical to mitigating potential job displacements and providing all U.S. workers with the ability to adapt and advance their careers as jobs evolve.

Policymaker Recommendations:
Invest in Reskilling and Education Programs

The following bipartisan proposals are designed to support and prepare U.S. workers in the digital and AI-driven economy and should be examined for consideration by federal lawmakers:

Proposed Legislation:

The Lifelong Learning Act
S.3877 118th Congress

Provides local workforce development boards (LWDBs) more flexibility to train existing workers for new skills. It also allows LWDBs to allocate more resources for individuals who seek to reconnect with the workforce.

The Stronger Workforce for America Act
H.R.6655 118th Congress

Modifies the *Workforce Innovation and Opportunity Act (WIOA)* to expand and improve the quality of the skills development provided under the law, strengthen the relationship between employers and the workforce system, and put more Americans on the pathway to successful careers.

The Upskilling and Retraining Assistance Act
S.3296 & H.R.6401 118th Congress

Increases the amount of tax-free educational assistance employees can receive from their employers and would cover expenses for education-related tools, technology, and equipment.

The Investing in American Workers Act
S.1422 & H.R.2984 117th Congress

Creates a tax credit to incentivize employers to invest in training tied to recognized postsecondary credentials for lower-and moderate-income workers.

The Skills Investment Act
S.3816 & H.R.1242 118th Congress

Expands Coverdell Education Savings Accounts (tax-advantaged savings accounts for educational expenses) so Americans can use the accounts to pay for skills training, career-related learning, adult education, and professional development.

The Bipartisan Workforce Pell Act
H.R.6585 118th Congress

The JOBS Act of 2023
S.161 118th Congress

Expanding Pell Grants can allow for short-term, high-quality skills training. These are two bipartisan proposals designed to address this workforce development need.

Policymaker Recommendations:
Modernize the National Apprenticeship System

⟶ OPPORTUNITIES

— Apprenticeships can help
  people gain skills and
  qualifications that are in
  demand

— Expand and modernize the
  *National Apprenticeship
  System & Act of 1937*

DEPARTMENT OF LABOR

94% → 80k

Participants who complete a
Registered Apprenticeship program
are employed upon completion,
earning an average starting wage
of above $80,000 annually

In the U.S., there is a widening gap between the skills employers seek and the skills that workers have.[18] As the costs of higher education rise alongside the demand for AI and digitally-skilled workers, apprenticeships are an often overlooked solution that could help bridge the widening skills gap.

Apprenticeships can help people gain skills and qualifications that are in demand, which can make them more employable and help them succeed in their careers. Apprenticeships can also provide people with improved access to the labor market and higher education opportunities that may be financially out of reach.

According to the Department of Labor, about 94 percent of participants who complete a Registered Apprenticeship program are employed upon completion, earning an average starting wage of above $80,000 annually.[19] Businesses that invest in apprenticeship programs generate $144.30 in total benefits for every $100 they invest in their apprentices while also gaining access to a pipeline of skilled workers.[20]

In the U.S., the National Apprenticeship System was formally created in 1937 under the *National Apprenticeship Act.* The system hasn't been updated in over 80 years, making it difficult to adapt for use in fields such as technology and healthcare. Expanding and modernizing the apprenticeship system could provide access to new job training opportunities for millions of workers, particularly in IT and AI-related fields. [21]

Policymaker Recommendations:
Modernize the National Apprenticeship System

→ OPPORTUNITIES

— Create nearly one million
   new Registered Apprenticeship,
   youth apprenticeship, and
   pre-apprenticeship opportunities

— Scale up apprenticeship
   opportunities, streamline
   access to apprenticeships
   for both workers and
   employers

In order to meet the needs of the modern economy and provide workers with additional access to AI-skilling opportunities and jobs, Congress should consider modernizing and investing in the National Apprenticeship System. Existing bipartisan legislative proposals for consideration include the following.

Proposed Legislation:

The National Apprenticeship Act of 2023
H.R.2851 & S.2122 118th Congress

This legislation creates nearly one million new Registered Apprenticeship, youth apprenticeship, and pre-apprenticeship opportunities over the next five years by investing more than $3.8 billion over that time period. These resources will help scale up apprenticeship opportunities, streamline access to apprenticeships for both workers and employers and expand apprenticeships into new and in-demand industry sectors and occupations.

Policymaker Recommendations:
Expand Access to AI Opportunities
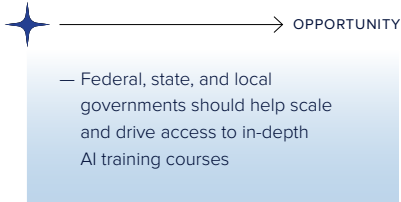
BROOKINGS INSITITUTION

"

From July 2022 to July 2023, over 60 percent of generative AI job postings were concentrated in ten metropolitan areas, with one-quarter of those postings in the Bay Area.

"

Over the past decade, technological advances, coupled with the effects of the COVID-19 pandemic, have led to the creation of digital workplaces and a shift toward remote and hybrid work. The digitalization of work has created opportunities for many workers to achieve a greater work-life balance, improved access to information and training opportunities, and, in many cases, the ability to do their jobs from almost anywhere. Advances in generative AI are further expanding and improving digital workplaces and enhancing the efficiency of remote work

Although digitalization offers greater worker flexibility, it has not led to a significant geographical diffusion of tech-related job opportunities throughout the U.S. The growth of new tech jobs continues to be largely concentrated in major metropolitan areas. From July 2022 to July 2023, over 60 percent of generative AI job postings were concentrated in ten metropolitan areas, with one-quarter of them located in the Bay Area. [22] While technologies such as generative AI are helping to increase the quality and access to remote training opportunities, a large swath of communities across the country are at risk of falling behind due to a lack of access to digital skill-building and tech-related job opportunities.

Companies throughout the technology industry, such as **Amazon**, **Google**, and **Coursera**, are helping to address the growing skills gap by offering free, in-depth AI training courses and scholarships to provide millions of workers and students with the skills needed to participate in the growing AI workforce. Federal, state, and local governments should help to scale and drive access to similar programs through investments that support STEM education opportunities, particularly in rural and underserved areas, to ensure workers from all walks of life have equitable access to digital skills training, regardless of their occupations or where they live. Efforts to catalyze economic development, drive tech-related job creation, and broaden access to AI research resources and datasets are also critically important to ensure communities and workers across the country can participate in the AI economy.

Federal and state government programs focused on combining public, private, and academic resources to create new technology ecosystems are paving the way to expanded access to the digital economy and training resources throughout the country. The following programs have the potential to unlock new AI-related job opportunities for workers while also boosting the U.S. global competitiveness and national security.

Policymaker Recommendations:
Expand Access to AI Opportunities

OPPORTUNITY

— Appropriate the $10 billion
authorized for Tech Hubs
in the *Chips & Science Act*

The Regional Technology and Innovation Hubs (Tech Hubs) Program

The Chips & Science Act
H.R.4346 117th Congress

In the *Chips & Science Act*, Congress authorized $10 billion to be invested in Regional Innovation and Technology Hubs, which bring public, private, and academic partners to create organizations focused on technologically-driven regional growth and building high-skilled workforces and employment opportunities.

So far, the Department of Commerce has designated 31 communities as "Tech Hubs," all of which are working to ensure that the U.S. is a global leader in technologies of the future.

To date, Congress has only appropriated a little over $1 billion to the program, not nearly enough for the program to fully realize its goals.

Congress should appropriate the full $10 billion authorized for Tech Hubs in the *Chips & Science Act.*

Policymaker Recommendations:
Expand Access to AI Opportunities

— Provide free or low-cost access to high-quality datasets, computing resources, educational materials, and technical training with the goal of democratizing the development and use of AI

— Congress should pass legistation to fully authorize and fund the National AI Research Resource

The National Artificial Intelligence Research Resource (NAIRR)

The National Artificial Intelligence Research Resource (NAIRR) is designed to serve as a shared national research infrastructure that provides AI researchers and students from diverse backgrounds with greater access to the complex resources, data, and tools needed to develop safe and trustworthy AI. If authorized, the NAIRR will provide free or low-cost access to high-quality datasets, computing resources, educational materials, and technical training with the goal of democratizing the development and use of AI. By enabling researchers and students from across the country to participate in the AI research ecosystem, the establishment of the NAIRR will help fuel the creation of new technology hubs, drive economic growth, and provide additional resources and opportunities for workers.

Congress should pass legislation to authorize and fund the National AI Research Resource.

Policymaker Recommendations:
Support the Future of Work

MBO PARTNERS

> "
> In 2024, 72.7
> million American's
> reported working
> independently.
> "

The continued growth of the gig and sharing (or "on demand") economy has created income opportunities in virtually every corner of the country, allowing people to work independently and on preferred discretionary schedules, expand their businesses, and provide for themselves and their families with greater flexibility. In 2024, 72.7 million Americans reported working independently. [23] The modern workforce requires a flexible environment that allows workers to find opportunities that best match their skills, interests, and availability on their own terms. AI is empowering the gig economy by allowing freelancers to expand and improve their work, streamlining logistics operations, and empowering individuals with advanced tools to be their own bosses. To support the gig workforce, federal policies should promote experimentation with innovative efforts to establish portable benefits programs that provide access to benefits for classes of workers who have traditionally lacked those opportunities and empower workers to maintain benefits as they move from opportunity to opportunity.

To modernize our regulations to support the future of work that is being powered by AI, we encourage policymakers should consider the following:

Proposed Legislation:

Portable Benefits for Independent Workers Pilot Program Act
S.1696 & H.R.3482 118th Congress

Would establish a $20 million grant fund within the U.S. Department of Labor to incentivize states, localities, and nonprofit organizations to experiment with portable benefits models.

Private Sector Recommendations

66% of U.S. executives

U.S Executives felt they needed to hire and train employees for the implementation of generative AI into their businesses, but only 12 percent believed that their workforce was adept in terms of adopting generative AI

Due to its broad applicability, AI is quickly being adapted and integrated across every sector of the economy. AI offers companies opportunities to supercharge productivity, growth, and innovation by creating efficiencies across business processes and functions. Whether automating repetitive tasks, analyzing large volumes of data quickly, improving customer experiences, or streamlining supply chain management, AI applications help free up time and resources so that companies can grow and focus more on the core aspects of their businesses.

The extent to which companies realize the benefits of AI is, in many ways, dependent on the means by which their leadership chooses to integrate and implement it. Like all machines and tools, AI applications are developed to carry out a particular function with greater speed and efficiency. Behind every AI tool, there is almost always a human overseeing and leveraging it. Like most new technology, the level of knowledge, comfort, and skill that a company's workers possess in utilizing AI will be closely correlated with that employer's ability to maximize the advantages provided by the technology.

For businesses, identifying and developing the right AI tools is important, but creating and implementing the right adoption strategies that equip workers with the skills to effectively utilize AI tools is arguably more critical. Most companies have yet to integrate AI into their organizations. A recent survey by KPMG found that 66 percent of U.S. executives felt they needed to hire and train employees for the implementation of generative AI into their businesses, but only 12 percent believed that their workforce was adept in terms of adopting generative AI. A quarter of the executives that were surveyed did not have a clear people strategy for integrating their workforce with generative AI capabilities, and almost a third of the respondents felt that they expected to experience pushback from their workforce amidst the adoption and integration phases. Seventy-one percent of executives believed that their IT/Tech departments would need to hire as well as train employees for a smooth implementation of generative AI. [24]
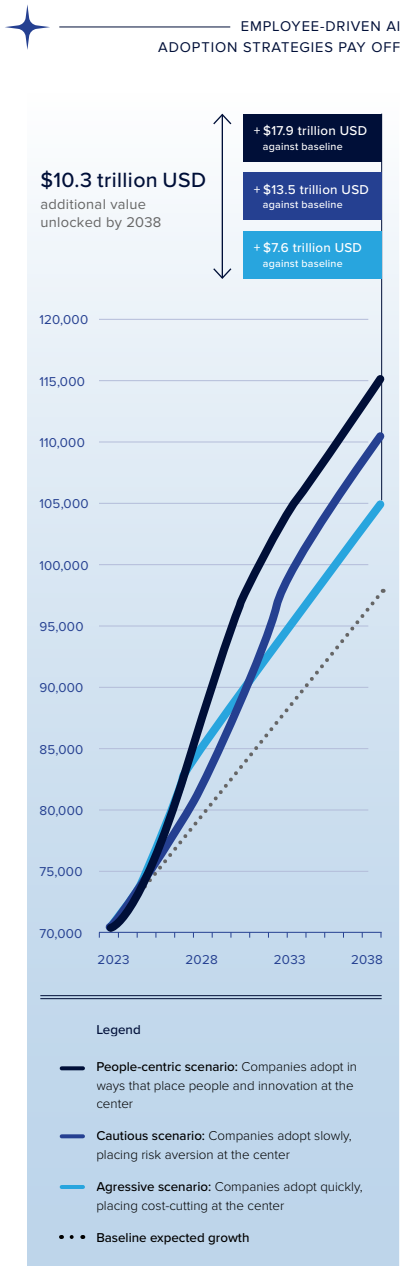
Private Sector Recommendations

To be successful, companies should take a holistic approach to AI integration that considers the needs and perspectives of their workers and transforms how the whole organization works with the new technology. Employee adoption and buy-in are only one part of the equation but arguably the most significant element of any successful long-term adoption strategy. Human talent is and will always be the lifeblood of successful businesses and a strong private sector economy. When it comes to AI, evidence overwhelmingly suggests that what is best for workers is best for business.

The following recommendations are meant to guide employers and the private sector on how to approach AI integration in order to capture AI's full potential, generate equal value for both workers and businesses, and enhance the ability of organizations to adapt along with technology.

Private Sector Recommendations:
Employee-centric Adoption

+ $17.9 trillion USD
against baseline

$10.3 trillion USD
additional value
unlocked by 2038

+ $13.5 trillion USD
against baseline

+ $7.6 trillion USD
against baseline

Legend

— **People-centric scenario:** Companies adopt in ways that place people and innovation at the center

— **Cautious scenario:** Companies adopt slowly, placing risk aversion at the center

— **Agressive scenario:** Companies adopt quickly, placing cost-cutting at the center

• • • **Baseline expected growth**

Successfully integrating AI technology into a business requires sufficient investments in employee training. However, to maximize the benefits of new technology, companies should take an employee-centric approach to AI adoption that includes workers throughout the process of AI tool integration and development. A collaborative approach to AI adoption empowers workers to invest in the process and incorporate their own insights, which can lead to better outcomes, such as greater workflow optimization and value creation.

Companies that collaborate and work directly with employees to adopt new technology in a manner that empowers and prioritizes workers are more likely to succeed and experience the maximum level of benefit from AI integration, particularly over the long term. According to a 2024 study by **Accenture**, if the whole of the U.S. private sector were to take a people-centric approach to AI adoption, it would generate an estimated $10.3 trillion in additional economic value between now and 2038, as opposed to aggressive AI adoption aimed at short-term cost-cutting. [25]

In developing an AI adoption strategy, business leaders should begin by working with employees to identify where AI applications can create efficiencies and help them achieve better results. This will allow businesses to determine exactly what training and technical support is needed while also establishing a level of mutual trust by engaging and empowering workers in the process. Direct worker engagement will also increase the likelihood of workers adopting AI tools and improve a company's ability to collect accurate feedback and insights regarding functionality and workflows with respect to the new technology. This can result in potentially revenue-generating or cost-saving insights that might otherwise go unnoticed.

Recent evidence suggests that employers stand to learn a great deal from their workers about how AI tools can benefit their organizations. A recent McKinsey Global Survey indicates that workers are actually far ahead of their employers in taking advantage of generative AI in the workplace. Nearly all worker respondents (91 percent) said they use generative AI for work, and nine in ten also believe the tools could positively impact their work experience. [26]

Employee-centric adoption strategies not only increase the value businesses capture from AI integration, but they also make for happier workers and enhance a company's ability to retain and recruit talent.

Private Sector Recommendations:
Establish Trust, Understanding, and a Culture of Responsibility

Creating a supportive and inclusive environment that values employee input and well-being and promotes the responsible use of technology is essential for a smooth AI adoption process for workers. Empowering workers by allowing them to drive the AI integration helps to build trust and ensure that businesses maximize the benefits of AI technology. However, employers must also address fundamental worker concerns about AI, including potential anxieties regarding job security, ethical implications, and responsible use.

To establish worker trust and buy-in, business leaders and managers should provide comprehensive AI training resources, promote the value proposition and opportunities associated with integrating AI in the workplace, and underscore the importance of the responsible use and transparency of AI systems.

Provide Comprehensive AI Training
Company-sponsored AI training and education courses can help ease apprehension about AI in the workplace by establishing a greater understanding of what AI is and how it works can help make the technology less intimidating and increase worker buy-in. Company workshops and seminars on the basics of AI, employer-sponsored online training courses, and hands-on training facilitated by managers are all effective methods of providing comprehensive AI training to workers throughout an organization.

Promote the Benefits and Value of AI
To boost adoption, employers should work to emphasize how AI can increase value creation and employee happiness. Leaders should communicate how AI can remove the toil from work and increase job satisfaction and well-being rather than focusing solely on productivity gains.

Underscore the Importance of Responsible AI
Companies should establish the transparent and responsible use of technology as a pillar of their AI strategy. By underscoring the importance of responsible use and creating clear ethical and compliance guidelines for the implementation and use of AI, businesses can build organization-wide trust and ensure that AI is used responsibly.

Private Sector Recommendations:
Lead with Purpose

GALLOP

10% = 33%

connection   improvement
to mission   in quality

Research shows that just a 10
percent improvement in employees'
connection with the mission or
purpose of their organization leads
to a 33 percent improvement in
quality of work, an eight percent
decrease in employee attrition,
and a roughly four percent increase
in profitability

Businesses tend to perform better when workers have a meaningful and shared connection between the company's mission and purpose. Research shows that just a 10 percent improvement in employees' connection with the mission or purpose of their organization leads to a 33 percent improvement in quality of work, an eight percent decrease in employee attrition, and a roughly four percent increase in profitability. [27]

An AI strategy that is aligned with and driven by the organization's purpose, rather than one that is guided by strict rules and procedures, will have a better chance of delivering the desired results.

In Closing

As we navigate the integration of AI into our lives, businesses, and the economic and social fabric of America and the world, the choices we make today will determine how widely the benefits of AI innovation are shared throughout humankind.

The integration of AI into the workforce is not just inevitable but imperative for future economic growth and competitiveness. However, this integration must be pursued thoughtfully, with a commitment to supporting workers, fostering innovation, and ensuring that the benefits of AI are broadly shared. This requires a balanced and adaptable approach to AI integration that both generates value for U.S. workers and businesses and preserves our ability to innovate and compete.   Collaboration between government, industry, and educational institutions will be crucial in crafting policies that balance technological advancement with societal needs. By prioritizing education and training, embracing ethical standards, and fostering a culture of lifelong learning, we can ensure that the workforce of tomorrow is not only prepared for the challenges ahead but also empowered to seize the opportunities that AI presents.

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