The Future of Work with AI

Towards a Comprehensive
Understanding of AI
and Work Transformation

FUTURE OF
WORK WITH AI

AI ACTION
SUMMIT

Foreword

Artificial Intelligence (AI) stands at a transformative crossroads in human history, poised to redefine our understanding of progress, innovation, and collective potential. The shifting landscape of work exemplifies this transformation, as automation, machine learning, and advanced analytics revolutionise tasks with the promise of fostering productivity and enabling new forms of collaboration. The future of work is not an abstract concept but a reality already unfolding before us.

Recognising the urgency of this evolution, the Region Hauts-de-France, Amiens Metropolitan Area, France Travail, Institut G9+, Action-research Laboratory on the Future of Work (LaborIA), Economics and Sociology of Work Laboratory (LEST), Association of AI Ethicists, and United Nations Educational, Scientific and Cultural Organization (UNESCO) collaborated to launch an initiative on the impact of AI in the workplace. Together, we envision how AI can serve as a catalyst for progress, both social and economic, while addressing the risks it presents for the world of work. This collaboration has brought together leaders, researchers, trade unions, policymakers, and companies to identify key issues and examine common approaches to addressing current and future challenges associated with AI transformation and integration within the workplace.

Our work leverages and aligns with the UNESCO Recommendation on the Ethics of Artificial Intelligence, which is applicable to its 194 member states and represents the only global normative instrument that exists. The principles and values contained in UNESCO's Recommendation encompass and align with other existing frameworks, including the Organisation for Economic Cooperation and Development's (OECD) guidelines, the International Labour Organization (ILO) standards, the African Union's AI Strategy, and the United Nations Sustainable Development Goal (UN SDG) 8 on decent work and economic growth, among others. It thus provides a cohesive, globally-relevant and unifying foundation to inform and advance the future of work-related discussion that upholds human rights, human dignity and fundamental freedoms, that is, that are ethical.

At a pivotal meeting in Amiens on 16 January 2025, participants from Australia, Brazil, Canada, Chile, France, Germany, India, Italy, Japan, Luxembourg, Mexico, New Zealand, Pakistan, Philippines, Poland, Romania, Spain, The Netherlands, Uganda, United Kingdom engaged in dynamic and constructive discussions, resulting in a consensual adoption of topics that will shape our efforts moving forward. These discussions are deemed to contribute to the AI Action Summit in Paris (10–11 February 2025) and inform the constitution of four working groups that will develop and validate ground-proofed methodologies to advance the conversation on jobs in the AI era to be shared and implemented across sectors from March 2025 to June 2026.

With active participation from diverse stakeholders, this project aims to support policy making and workers to navigate and thrive in the age of AI, ensuring that innovation is paired with and upholds ethical responsibility and inclusivity.

Yours sincerely,
Enrico Panai
Executive Chair

The Four Pillars

This document aims to provide a structured approach to understanding the various impacts of artificial intelligence on work, categorized into four major themes. These macro-categories explore regulatory frameworks, individual impacts, socio-economic implications, and practical applications. The introduction and use of AI at work raise questions of responsibility and accountability, which need to be addressed across the four pillars. By examining each of these facets, we seek to offer a holistic perspective on how AI can shape the future of work, ensuring ethics and a sustainable development perspective are considered across all stages of development, deployment, and use of AI.

I Regulation, Standards, and Governance

This pillar focuses on the regulations, guidelines, ethics frameworks, and standards necessary to ensure responsible AI governance of work environments.

II Impact on Individuals

This pillar explores how organisations implement and use AI systems in their work practices, affecting individuals across the global value chain in terms of inclusion, skills development, career opportunities, and fundamental rights.

III Impact on Socio-Economical and Ethical Aspects

This pillar explores the broader socio-economic and ethical impacts of AI, focusing on social innovation, equitable transitions, and the redistribution of benefits generated by AI. The work to be carried out will consider the uncertainty and unpredictability of the evolution of AI technologies and their usage.

IV Use Cases

This pillar focuses on the analysis of practical use cases. The use cases will consider the following dimensions, which all participate in creating successful AI-driven organisations.

I - REGULATION, STANDARDS, AND GOVERNANCE

This pillar focuses on the regulations, guidelines, ethics frameworks, and standards necessary to ensure responsible AI governance of work environments.

- **AI ethics, standards, and governance:**

1. Take into account existing global frameworks and standards to develop ethical governance frameworks for AI development, deployment, and use, involving international organisations, public and private organisations, workers and their representatives, and other stakeholders from Civil Society and Academia;
2. Promote the consideration of workers' career development from entry into working life to retirement;
3. Promote how technological evolutions can foster a sustainable labour environment for workers;
4. Promote ways in which organisations can prevent, mitigate, and control risks related to the introduction of AI.

- **Private and public sector:**

1. Map the challenges arising in the private and public sectors concerning the accountability of decisions, data transparency and sources, impartiality, and security regarding the processing of confidential information;
2. Support organisations in identifying and implementing existing tools to assess ethical challenges in relation to the use of AI at work;
3. Define specific guidelines, strategies, and governance frameworks to support the public sector. These guidelines should consider the different intended purposes of organisations.

- **Government and public administration:**

1. Support public administration in its duty to foster the ethical use of AI in the workplace;
2. Formulate recommendations on how public institutions can best support the introduction to AI in their own working environments, as well as in society overall;
3. Foster the use of existing tools to assess AI systems in the workplace in public administration.

II - IMPACT ON INDIVIDUALS

This pillar explores how organisations implement and use AI systems in their work practices, affecting individuals across the global value chain in terms of inclusion, skills development, career opportunities, and fundamental rights.

- **Respecting the health, safety, and dignity of workers in the age of AI:**

1. Ensure that the development, deployment, and use of AI respect fundamental workers' rights throughout their careers;
2. Promote ethical frameworks, particularly during workers' integration into new roles or technological shifts;
3. Consider all workers involved in AI, including those in the production of AI solutions at all levels and those who work with AI systems;
4. Pay attention to how organisations manage the risks of shadow AI;
5. Evaluate the impact of AI on health, safety, and dignity. Finally, the respect and dignity of workers have a cultural dimension: work on this pillar needs to consider how culturally sensitive and inclusive AI systems are.

- **Inclusion and equal opportunities in the jobs of tomorrow:**

1. Map out how AI could create fairer job opportunities with the objective of promoting inclusion strategies during entry into working life and throughout career transitions;
2. Evaluate the impact of AI on inclusion and the creation of equal opportunities.

- **Gender Equality:**

1. Eliminate gender disparities in AI-driven industries and ensure equal representation in leadership roles and decision-making teams;
2. Include initiatives promoting women's participation in AI-related roles and addressing gender-specific barriers in AI adoption;
3. Build on existing international and national networks promoting the inclusion of women into AI roles;
4. Evaluate the impact of AI on gender issues.

- **Training and reskilling:**

1. Strengthen countries' education and training systems and advance youth employment, access to decent work, entrepreneurship, and lifelong learning opportunities in specific national contexts;
2. Emphasize the need for continuous training and reskilling programs to adapt to technological transformations throughout one's career, considering the youth as they enter the workforce;
3. Identify critical skills, including cognitive to be developed by workers to manage their careers;
4. Identify and leverage existing skill training programmes;
5. Identify unmatched training needs;
6. Promote individual choices in terms of AI use, with the support of training;
7. Consider the development of an iterative framework of skills construction and reconstruction according to needs;
8. Evaluate the impact of AI on skills development.

- **Worker autonomy and capacity in an automated environment:**

1. Determine the conditions under which AI can enhance workers' autonomy and build trust in navigating AI-integrated environments while promoting skill development;
2. Implement measures to prevent AI-enabled workplace surveillance and excessive control;
3. Create designated spaces and times where AI is not used, preserving moments of human autonomy and self-determination within increasingly algorithmic systems;
4. Consider the conditions in which human oversight is necessary when using AI at work;
5. Ensure transparency and fair accountability in the decision-making processes supported by AI, maintaining a clear responsibility chain.

- **Wellbeing:**

1. Identify good practices that encourage worker engagement and motivation throughout their career while working with AI;
2. Understand how AI can be used to foster wellbeing in the workplace;
3. Evaluate the impact of AI on wellbeing.

- **Leadership for a sustainable AI-driven work environment:**

1. Specify the role of leadership, management, operations, and workers' representatives in creating a sustainable AI-driven work environment;
2. Encourage leaders, managers, and workers to be able to assess the impact of AI on their work and work conditions;
3. Promote approaches where organisational structures adjust their AI deployment and use plans in line with the jobs, tasks, and perceptions of their workforce.

III - IMPACT ON SOCIO-ECONOMICAL AND ETHICAL ASPECTS

This pillar explores the broader socio-economic and ethical impacts of AI, focusing on social innovation, equitable transitions, and the redistribution of benefits generated by AI. The work to be carried out will consider the uncertainty and unpredictability of the evolution of AI technologies and their usage.

- **Fair transition and job security:**

1. Implement transition models for workers in sectors affected by AI;
2. Emphasize job security through support and adaptation policies; and for at-risk workers, ensure a fair transition;
3. Put in place transition and safety programmes for those who cannot be retrained.

- **Social innovation and sustainable jobs through AI:**

1. Encourage AI as a driver of social and environmental innovation to create sustainable and quality jobs, focusing on initiatives that transform professions and develop new activities.

- **Redistribution:**

1. Ensure fair distribution of opportunities and productivity gains generated by AI within organisations and along the global value chain, and prevent the resulting global inequalities, particularly in low- and middle-income countries;
2. Promote practices such as profit-sharing models to maintain equity between workers and employers.

- **Social dialogue and collective bargaining in the AI era:**

1. Support and develop social dialogue through unions and other actors, especially during changes brought by AI;
2. Maintain union capacity to contact workers and access information and collective bargaining capacity to protect workers' rights;
3. Consult civil society organisations through existing umbrella organisations.

- **Creativity and generative AI:**

1. Map out the specific risks related to the use of generative AI;
2. Promote ways to reap the potential of generative AI, such as the role of human oversight, while mitigating ethical risks;
3. Promote the importance of respecting intellectual property and neighbouring rights, redistribution of value, and ethical application of AI-generated outputs.

- **Monitoring long-term AI socio-economic impact:**

1. Propose methodologies to assess the long-term socio-economic impacts of AI at work;
2. Propose methodologies to anticipate future trends and challenges through an interdisciplinary approach and investigate the impact of AI systems on economic, social, and geographic sectors, as well as on human-robot interactions and human-human relationships.

IV - USE CASES

This pillar explores the broader socio-economic and ethical impacts of AI, focusing on social innovation, equitable transitions, and the redistribution of benefits generated by AI. The work to be carried out will consider the uncertainty and unpredictability of the evolution of AI technologies and their usage.

- **Interest in the work:**

  Illustrate innovative and ethical practices in daily operations fostering meaningful work.

- **Readiness Assessment:**

  Support governments and the public sector to assess the readiness of AI used in the work context on national, regional, and local levels.

- **Reference for professionals:**

  Provide benchmarks and proven methods, serving as guides for professionals, organisations, workers' representatives, and managers. The use cases will be relevant for both AI producers and AI users.

- **Adaptability and personalization:**

  Emphasize how stakeholders can adapt use cases to their own contexts, promoting innovation based on solid foundations.

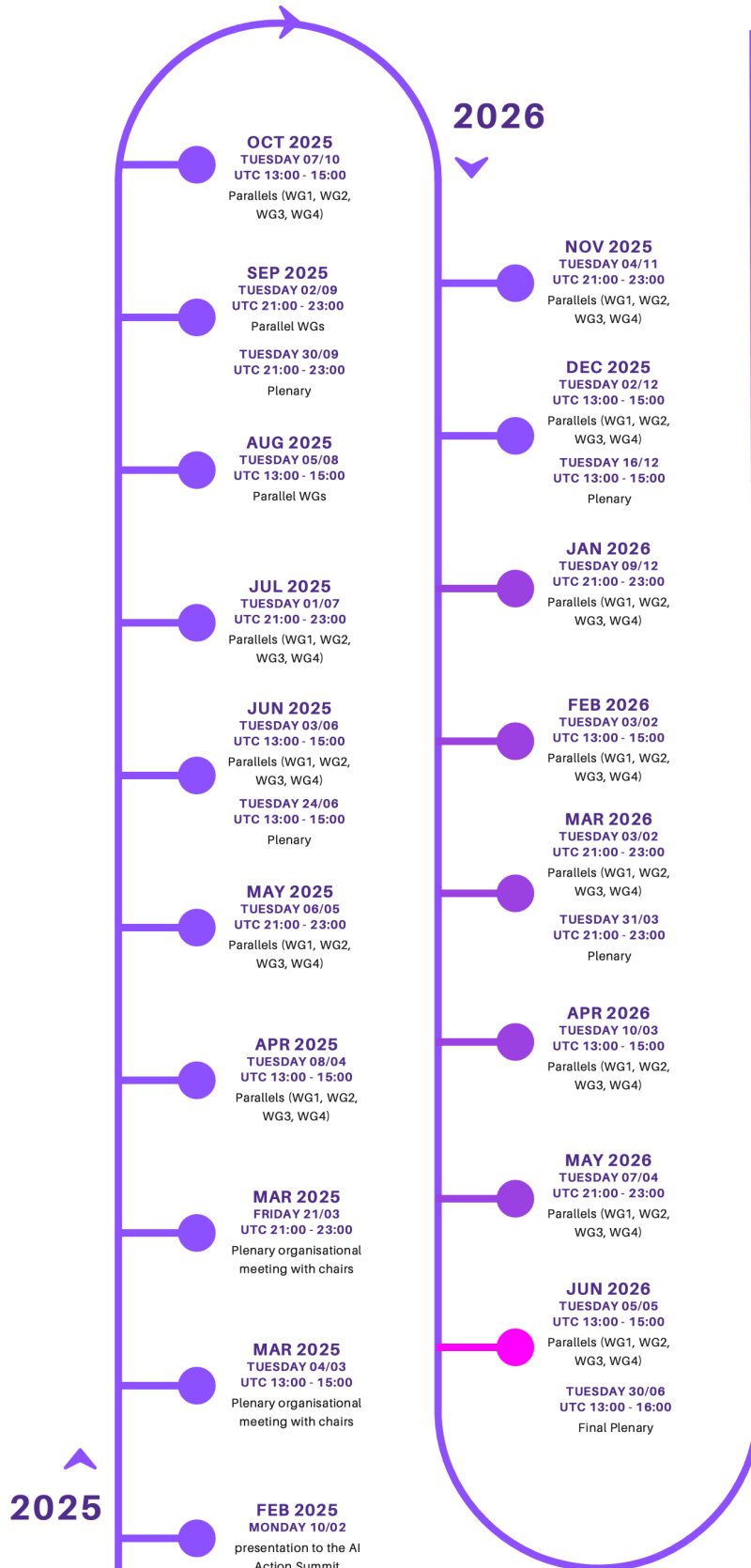- **Building trust and engagement:**

  Highlight how to build team buy-in by demonstrating ethical integration of AI, strengthening confidence in transformation efforts.

- **Ethics impact assessment and evaluation:**

  Analyse the real impacts of AI on workers, the economy, and society, providing feedback to refine and improve strategies.

The Roadmap

2026

OCT 2025
TUESDAY 07/10
UTC 13:00 - 15:00
Parallels (WG1, WG2, WG3, WG4)

NOV 2025
TUESDAY 04/11
UTC 21:00 - 23:00
Parallels (WG1, WG2, WG3, WG4)

SEP 2025
TUESDAY 02/09
UTC 21:00 - 23:00
Parallel WGs

TUESDAY 30/09
UTC 21:00 - 23:00
Plenary

DEC 2025
TUESDAY 02/12
UTC 13:00 - 15:00
Parallels (WG1, WG2, WG3, WG4)

TUESDAY 16/12
UTC 13:00 - 15:00
Plenary

AUG 2025
TUESDAY 05/08
UTC 13:00 - 15:00
Parallel WGs

JAN 2026
TUESDAY 09/12
UTC 21:00 - 23:00
Parallels (WG1, WG2, WG3, WG4)

JUL 2025
TUESDAY 01/07
UTC 21:00 - 23:00
Parallels (WG1, WG2, WG3, WG4)

FEB 2026
TUESDAY 03/02
UTC 13:00 - 15:00
Parallels (WG1, WG2, WG3, WG4)

JUN 2025
TUESDAY 03/06
UTC 13:00 - 15:00
Parallels (WG1, WG2, WG3, WG4)

TUESDAY 24/06
UTC 13:00 - 15:00
Plenary

MAR 2026
TUESDAY 03/02
UTC 21:00 - 23:00
Parallels (WG1, WG2, WG3, WG4)

TUESDAY 31/03
UTC 21:00 - 23:00
Plenary

MAY 2025
TUESDAY 06/05
UTC 21:00 - 23:00
Parallels (WG1, WG2, WG3, WG4)

APR 2026
TUESDAY 10/03
UTC 13:00 - 15:00
Parallels (WG1, WG2, WG3, WG4)

APR 2025
TUESDAY 08/04
UTC 13:00 - 15:00
Parallels (WG1, WG2, WG3, WG4)

MAY 2026
TUESDAY 07/04
UTC 21:00 - 23:00
Parallels (WG1, WG2, WG3, WG4)

MAR 2025
FRIDAY 21/03
UTC 21:00 - 23:00
Plenary organisational meeting with chairs

JUN 2026
TUESDAY 05/05
UTC 13:00 - 15:00
Parallels (WG1, WG2, WG3, WG4)

TUESDAY 30/06
UTC 13:00 - 16:00
Final Plenary

MAR 2025
TUESDAY 04/03
UTC 13:00 - 15:00
Plenary organisational meeting with chairs

2025

FEB 2025
MONDAY 10/02
presentation to the AI Action Summit

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Participants

Achakir Farouk - CEO Belive AI (France)

Alain Goudey - Directeur Général Adjoint - professeur HDR - Neoma Business School (France)

Alexandre Desrousseaux - AI Director, Regional Council Hauts-de-France (France)

Ana Semedo - Institut G9+ (France)

Anna Medan - Le grand Défi IA (France)

Anne-Sophie Maillot - LaborIA docteure en psychologie et ergonomie (France)

Arnaud Lemoine - Former Confiance.ai Program Coordinator, ISEP Alumni (France)

Arvin Obnasca - Researcher, Be Ethical (Philippines)

Axelle Crognier - Corporate Social Responsibility, Be Ethical (France)

Barbara Ritah Atim - Uganda National Bureau of Standards (UNBS) (Uganda)

Bruno Dember - G9+ (France)

Camila Bresolin - Researcher, Be Ethical (Brazil)

Caroline Miltgen - Social & Behavioral Scientist, Audencia (France)

Catharina Dember - Professional translator (France)

Cecile Vandermarcq - Project and Communication Director, Ubisoft (France)

Charles-Louis Molgo - Ministere du travail (France)

Cristina Baghiu - Coordinateur Digital Innovation Hub, (eDIH) (Romania)

David Tabary - Regional Council Hauts-de-France (France)

Davide De Lungo - Italian Chamber of Deputies (Italy)

Didier Carré - Institut G9+ (France)

Emanuela Girardi - President, ADRA (Italy)

Emiliano Rustichelli - G7 Italia (Italy)

Enrico Panai - President of the Association of AI Ethicists (France)

Eric Fekkar - CEO, Teleric (France)

Francesca Borgonovi - Head of Skills Analysis, OECD (United Kingdom)

François Hesdin - Amiens Métropole (France)

Françoise Dubois - Secretary general, CESER (France)

Giovanni Giamminola - Italian National Board for Artificial Intelligence - E.N.I.A. (Italy)

Giulia Bössenecker - Dutch Government (The Netherlands)

Harm Ellens - Co-Chairperson SC42 WG 3: Trustworthiness Roadmap, ISO (Australia)

Henry Peyret - Founder, Wassati (France)

Ilaria Dalla Pozza - Full Professor, IPAG Business School (France)

Ivan Evrard - Amiens Métropole (France)

Jean-Christophe Loric - Regional Council Hauts-de-France (France)

Juan-Pablo Penarrubia - Vicepesident, General Council of Professional Associations of Computer Engineering (Spain)

Juana Torres-Cierpe - LaborIA (Chile)

Laura Berton - Association of AI Ethicists (France)

Luca Nannini - Association of AI Ethicists (Italy)

Lucie Morpurgo - French Democratic Confederation of Labour, CFDT (France)

Mariagrazia Squicciarini - CEO, Social and Human Sciences Unit, UNESCO (Italy)

Marisol Boutonnet - Programme Assistant - Executive Office, Social & Human Sciences Sector, UNESCO (France)

Rosanna Fanni - Ethics of Science and Technology JPO, UNESCO (France)

Michelle Alarcon - President, Analytics and Artificial Intelligence Association of the Philippines (Philippines)

Patrick Bezombes - Chairman of the AI National Committee, Afnor (France)

Philippe Jean-Baptiste - UMR 7317 CNRS-Aix-Marseille Université LEST (Laboratoire d'Economie et de Sociologie du Travail) (France)

Pierre Ferrant - Regional Council Hauts-de-France (France)

Rohan Light - Principal Analyst Data Governance, Health New Zealand │ Te Whatu Ora (New Zealand / Aotearoa)

Roy Sugimura - Supervisory Innovation Coordinator at National Research Institute for Advanced Industrial Science and Technology (Japan)

Salma Ibrahim - Executive office SHS, UNESCO (France)

Shamusi Nakajubi - Lecturer Islamic University in Uganda (IUIU) (Uganda)

Sherwin Pelayo - Executive Director, Analytics and Artificial Intelligence Association of the Philippines (Philippines)

Simona Caraiman - Vice-Rector for IT&C at Gheorghe Asachi Technical University of Iași (Romania)

Stéphanie Gauttier - Associate Professor, Grenoble Ecole de Management (France)

Tom Lebrun - Conseil canadien des normes (CCN) (Canada)

Veronica Moreno - Technical Project Manager, Dassault Systèmes (United Kingdom)

Willy Tadema - AI Governance & AI Ethics Consultant, Dutch Government (The Netherlands)

Xin Chen - Executive Director Data & AI Governance, Huawei (United Kingdom)

Committees

Steering Committee

Executive chair, Enrico Panai
Local executive chair, Jean-Christophe Loric
Organising committee director, Bruno Dember
Scientific chair, Philippe Jean-Baptiste
AI Action Summit coordinator, Anna Médan
AI and Workplace impact coordinator, Ana Semedo
Regional coordinator, Pierre Ferrant
Support staff, Arvin Obnasca
Support staff, Camila Bresolin
Support staff, Axelle Crognier
Support staff, Gianpiero Nughedu

Scientific Committee

Davide De Lungo, Italian Chamber of Deputies
Mariagrazia Squicciarini, UNESCO
Philippe Jean-Baptiste, LEST
Yann Ferguson, LaborIA

Editorial Team

Anna Medan - Le grand Défi IA (France)
Anne-Sophie Maillot - LaborIA docteure en psychologie et ergonomie (France)
Arvin Obnasca - Researcher, Be Ethical (Philippines)
Camila Bresolin - Researcher, Be Ethical (Brazil)
Juana Torres-Cierpe - LaborIA (Chile)
Lucie Morpurgo - French Democratic Confederation of Labour, CFDT (France)
Rosanna Fanni - Ethics of Science and Technology JPO, UNESCO (France)
Salma Ibrahim - Executive office SHS, UNESCO (France)
Stéphanie Gauttier - Associate Professor, Grenoble Ecole de Management (France)

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