Boosting Productivity and Business Growth: The Role of Artificial Intelligence (AI) Skills

Business at OECD (BIAC) Education Committee Paper

Established in 1962, *Business at OECD* (BIAC) is the officially recognized institutional business stakeholder at the OECD. We stand for policies that enable businesses of all sizes to contribute to economic growth, sustainable development, and societal prosperity.

Through *Business at OECD*, national business and employers' federations representing over 10 million companies provide perspectives to cutting-edge OECD policy debates that shape market-based economies and impact global governance. Our expertise is enriched by the contributions of a wide range of international sector organizations.

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Introduction

Labor markets in OECD economies are currently facing significant pressures as demand for skilled labor rises amid historic lows in unemployment and increasing labor shortages. OECD labor markets remain tight, with total employment higher than before the COVID-19 pandemic and the OECD unemployment rate close to its lowest level since at least 2001[1]. Demographic decline in many countries will only accentuate this issue, as aging populations reduce the size of the available workforce over time. To sustain growth and adapt to these changing conditions, organizations must prioritize skilling and reskilling efforts to enhance productivity and bridge workforce gaps.

The emergence of Artificial Intelligence (AI), including the mainstreaming of generative AI, is transforming our societies and economies, presenting both opportunities and challenges for educators and employers. As AI technologies increasingly are integrated into various sectors, the development of targeted education and training programs by business and government institutions is critical. Effectively aligning workforce capabilities with the requirements of new job roles and changing tasks across sectors, including both AI development and use, has the potential to significantly enhance individual employability, ensuring that integration of AI is inclusive. This, in turn, can yield substantial economic and societal benefits across diverse industries by fostering innovation, improving operational efficiency, and addressing critical challenges such as labor shortages and demographic shifts.

In this context, *Business at OECD* conducted a survey focused on AI workplace use cases and AI skills development within businesses. This initiative aims to raise awareness about real-world business practices, facilitate cross-sector dialogues on policy solutions, and encourage the sharing of international best practices among market-based economies.

It is important to note that this report emphasizes initiatives focused on reskilling and upskilling for AI-related skills to boost productivity and business growth, rather than the use of AI as a tool in education.

This report is structured into three main parts:

- "State of Play" explains the critical role of AI skills, detailing their significance in modern industries (Chapter 1), their impact on job roles and tasks and evolving skill demands (Chapter 2), and a breakdown of essential AI-related competencies (Chapter 3).

- "Analysis of Challenges and Opportunities" explores current business use cases of AI and associated challenges. Chapter 1 examines how AI is leveraged in corporate settings, focusing on boosting employee engagement and productivity (1.1) and enhancing decision-making (1.2). Chapter 2 reviews methods businesses use to develop AI skills, while Chapter 3 looks at potential future advancements in AI training and skills.

- "Recommendations" outline effective strategies for businesses and government institutions. Chapter 1 shares best practices in business-led AI training, and Chapter 2 provides policy suggestions for governments to support comprehensive AI education and training. The report concludes with an annex featuring use cases of organizations driving AI skills development for strategic benefits.

I. State of Play

1. Why we focus on AI skills – AI is everywhere

In the latest McKinsey Global Survey on AI, 65 percent of respondents report that their organizations are regularly using generative AI in at least one business function.[2] Artificial Intelligence, including recent advancements in gen AI, is rapidly transforming industries beyond the technology sector. AI's application has expanded across healthcare, manufacturing, finance, customer service, and more, demonstrating its versatility and value in automating routine processes, enhancing decision-making, and enabling strategic work, for example:

- **Manufacturing and Quality Control:** Manufacturing uses AI for quality assurance by monitoring production in real-time, improving efficiency and reducing the need for manual inspections.

- **Finance and Customer Service:** In finance, AI can support fraud detection, risk analysis, and customer service automation, allowing financial professionals to focus more on strategic analysis and customer engagement.

- **Healthcare:** AI tools are used in diagnostics, patient care management, and optimizing schedules and resources, which enables healthcare professionals to spend more time on complex cases and patient care.

As AI becomes an essential tool across sectors, developing AI skills is increasingly crucial for workers and organizations to stay employable and competitive. According to a PwC's Annual Global CEO Survey in 2023, within the next three years, nearly seven in ten respondents anticipate generative AI will increase competition, drive changes to their business models and require new skills from their workforce.[3]

2. How is AI impacting jobs today?

AI is reshaping the labor market, impacting job roles, tasks, and the demand for skills across sectors. The OECD estimates that occupations at the highest risk of automation account for about 27% of total employment.[4] In addition, McKinsey reports that AI could automate up to 30% of current work hours by 2030, affecting roles that rely heavily on routine tasks, while creating demand for new skills and positions that complement AI tools.[5] In addition, according to the Future of Jobs Survey from the World Economic Forum (WEF), this is expected to entail the creation of new jobs equivalent to 14% of today's total employment, which is offset by the displacement of the equivalent of 8% of current jobs, resulting in net growth of 7% of total employment.[6]

2.1 Impact on labor market

Job/task displacement

Repetitive and administrative tasks, such as data entry, scheduling, and basic customer service, are increasingly subject to automation. While AI may enhance productivity by streamlining routine tasks as well as reallocating human resources to higher-value, more strategic work, it also raises the likelihood that AI could replace or augment some human roles, which could have significant impacts on markets and livelihoods. This underscores the need to prepare for a workforce transformation that addresses these challenges.

By reducing the burden of mundane and repetitive tasks, AI enables employees to focus on more creative, impactful, and fulfilling activities, contributing to greater job satisfaction. Additionally, automation can improve safety and health by minimizing manual labor, reducing errors, and mitigating occupational hazards associated with repetitive tasks.

The rapid pace of AI adoption—such as generative AI tools that reach millions of users within months—creates challenges for reskilling and upskilling workers. Companies and the labor force often lack sufficient time to adapt and build new competencies. Addressing these gaps through accelerated and accessible training programs is crucial to managing this transition. Additionally, the reduced demand for certain entry-level roles requires targeted initiatives to provide career pathways and support upward mobility.

Finally, it is important to address ethical concerns. Some AI-related jobs are being outsourced to vulnerable populations under poor working conditions, raising the need for equitable and responsible AI-driven transformation.

New job creation and role evolution

As AI's capabilities expand, new roles like AI ethics officers, data trainers, and machine learning developers emerge, while traditional roles evolve with new tasks. For instance, healthcare professionals now use AI tools for enhanced diagnostics, which can improve patient safety and outcomes, while finance teams employ AI for predictive analysis, allowing them to focus on strategic planning and oversight.

This transformation often shifts workers from directly performing tasks to overseeing AI systems, emphasizing collaboration between humans and AI rather than complete substitution. This evolution supports higher productivity, as well as enhanced safety and decision-making capabilities in critical sectors. For workers, these changes also present opportunities to engage in more meaningful, intellectually stimulating, and impactful work, contributing to greater job satisfaction and long-term career growth.

2.2 Impact on skills demand

There are several recent reports highlighting how AI is transforming the demand for skills in the workforce.

According to a WEF report, workers can expect that on average 39% of their existing skill sets will be transformed or become outdated over the 2025-2030 period.[7] The report from Cornerstone's SkyHive indicates that AI and machine learning job postings have surged by 65% since 2019, while generative AI postings have skyrocketed by 411%.

Interestingly, at the same time, the demand for human or "soft" skills, such as leadership and emotional intelligence, is currently twice as high as the demand for digital skills across various regions.[8] The WEF report also highlights that while analytical thinking is the most sought-after core skill among employers in 2025, it is followed by soft skills like resilience, flexibility and agility (67%), as well as leadership and social influence (61%). Furthermore, according to a survey by IBM, executives ranked time management and the ability to prioritize as the most critical workplace skills in 2023, with 42% identifying these as top priorities. Meanwhile, the importance of STEM skills has significantly declined, dropping from a leading position to just 28% in 2023.[9]

This growing emphasis on soft skills is not new. A 2015 survey conducted by the *Business at OECD* (BIAC) found that employer organizations have long recognized the importance of character qualities in the workplace. Half of the surveyed organizations were already prioritizing this issue in their education policy activities at the time, and 80% expected it to become even more important in the future. The survey also identified key character qualities valued by employers, including mindfulness, curiosity, courage, resilience, ethics, and leadership—with ethics and leadership ranked as particularly critical by 67% of respondents.[10]

In addition, according to the OECD, while some occupations require high-level AI skills (e.g., programming, data analysis), most workers interact with AI without needing advanced technical expertise. Instead, general digital literacy, business acumen, and emotional intelligence are critical for success in AI-exposed roles. The accelerated integration of AI into workplaces also underscores the urgency for education systems and corporate training programs to not only modernize curricula but to deliver training at a speed matching AI's market adoption.

This suggests that while technical skills related to AI are critical, interpersonal and strategic skills remain equally essential in today's job market. To navigate digital transformation successfully, workers need skills beyond traditional technical training, given that many AI-enhanced tools are designed for broader accessibility.

3. What are AI skills?

LinkedIn's recent data highlights the nuanced landscape of AI talent classification, noting the importance of distinguishing between AI Engineering and AI Literacy, which means technical AI creators (those who develop AI technologies) and AI users who apply these tools in their respective fields. This distinction is critical because most workers will engage with AI as users rather than creators, underscoring the need for varying levels of AI competency. In this context OECD's analysis demonstrates that high-exposure roles demand a blend of digital literacy, analytical skills, and collaboration to maximize AI's potential responsibly. In addition, AI-related skills vary widely by industry and role, highlighting the need for a tiered approach to skills development:

- **Technical AI Skills:** Advanced skills such as programming, machine learning, natural language processing, deep learning and data analysis are essential for roles like data scientists and software engineers. Additionally, interdisciplinary skills enable workers to apply AI within specialized fields, such as healthcare diagnostics or financial modeling.

- **General AI Literacy:** Many roles require only a foundational understanding of AI and an ability to interpret AI outputs. This includes understanding what AI is, its various types (e.g., narrow AI, general AI, and generative AI), and the ways humans interact with these technologies. They also need to understand how the language they use affects AI outputs, such as in prompt engineering, which helps users interact effectively with generative AI systems. Familiarity with Chat GPT (OpenAI) or Gemini (Google), for example are increasingly critical as more industries integrate AI-enhanced tools.

- **Ethics, Responsible and Sustainable AI Use:** Understanding AI's ethical, privacy, and regulatory implications is crucial, particularly in fields like healthcare and finance where AI's impact on safety and trust is significant, as well as sustainability impacts such as energy use.

In this AI-driven economy, both technical and non-technical competencies are essential to supporting digital transformation. As businesses increasingly rely on AI, preparing the workforce with a broad spectrum of AI skills will be crucial for harnessing AI's full potential responsibly and effectively.

II. Analysis of Challenges and Opportunities

With AI rapidly transforming the workplace, businesses are adopting and adapting skills development initiatives to maximize AI's benefits. This section highlights the ways in which AI is utilized across different functions, focusing on enhancing productivity, supporting decision-making, and facilitating continuous skills development.

1. How is AI utilized for business?

By integrating AI thoughtfully, organizations are optimizing workflows and fulfilling work environments, positioning themselves to thrive in a rapidly evolving digital landscape. A McKinsey report emphasizes AI's role as a competitive force multiplier, showing that the value of productivity from artificial intelligence and analytics would increase by 15% to 40% compared to previous generations of the technology.[13] In addition, it shows many companies see costs drop by up to 20% while improving efficiency and productivity.[14] Building adaptable AI systems not only enables businesses to respond to market demands but also positions them for enduring success in the AI-driven economy.

The following sections include use case examples from the *Business at OECD* survey that demonstrate AI's profound impact on business functions, showcasing how companies leverage AI to streamline operations, boost productivity, and drive strategic, data-informed decision-making.

1.1 Enhancing employee engagement and productivity

Many companies emphasize that productivity improvements not only reduce costs but also enhance employee engagement, ultimately driving greater customer satisfaction and overall business outcomes. According to McKinsey's Global Survey on AI, the human resources function shows the largest share of respondents reporting cost decreases. Notably, marketing and sales have experienced the most significant increase in AI adoption, with reported usage more than doubling since 2023.

Use case examples

1.1.1. HR efficiency and workforce management

- **Adecco Group:** The Adecco Group actively employs AI to enhance workforce strategy, recruitment, and HR efficiency. AI tools help Adecco analyze and predict workforce needs, enabling clients to strategically plan for talent requirements. In recruitment, Adecco uses AI to prioritize diversity and inclusion while ensuring that AI-driven processes align with ethical and transparent principles. The AI-driven improvements have enabled Adecco to streamline workflows, ensuring HR teams focus on high-value responsibilities, such as skill development and employee engagement, instead of administrative tasks.

- **IBM:** Over the past eight years, IBM has integrated AI into its HR processes, automating tasks across the employee lifecycle, from onboarding to offboarding. This has led to a 30-50% increase in productivity within HR functions, allowing professionals to transition from administrative duties, like payroll and departmental transfers, to strategic roles in talent acquisition and leadership development. IBM's AI-driven HR processes provide faster responses to employee inquiries, enable streamlined HR operations, and foster a workplace where employees feel empowered and supported in their career growth. IBM's approach emphasizes using AI to augment human roles, focusing AI applications on areas that support productivity and fulfilling work without replacing human decision-making.

- **LinkedIn:** LinkedIn leverages AI to streamline recruitment, allowing recruiters to focus on strategic tasks. AI-assisted messaging has saved 74% of recruiters' time in tests, automating initial outreach for faster candidate engagement. The Recruiter 2024 platform enhances hiring by using natural language processing; recruiters can specify roles (e.g., "I want to hire a senior growth marketing leader"), and generative AI combines this with LinkedIn insights to deliver high-quality candidate recommendations from a diverse pool. This AI-driven approach broadens candidate options beyond traditional sources, increasing efficiency and enabling talent leaders to focus on high-impact hiring.

- **Workday:** Workday's Career Hub is an application where employees can input their skills, interests, and career goals, receiving AI-enabled personalized recommendations for relevant learning content and short-term projects. This tool encourages employees to take ownership of their career development, providing visibility into skill-building opportunities and internal roles that align with their growth aspirations. By empowering employees with career-focused data, Workday fosters internal mobility, increases job satisfaction, and ensures a better alignment of skills with organizational needs.

1.1.2. Sales efficiency and customer interactions

- **Salesforce:** Salesforce transforms the way businesses connect with their customers through Agentforce, a suite of customizable agents and tools powered by AI, data, and action. AI agents built with Agentforce enable businesses of all sizes and in every industry to deliver scale by executing tasks (e.g. answering customer service inquiries, qualifying sales leads, or optimising marketing campaign), or seamlessly handing them off to employees. Assisted by agents, employees have more time to concentrate on meaningful customer interactions and relationship-building, improving the efficiency of business processes and enhancing customer satisfaction.

1.2 Analysis for decision-making

Many companies emphasize that AI's success lies in augmenting human capabilities rather than replacing them, involving employees transparently in the process.

Use case examples

- **Sanofi:** Sanofi uses AI to empower employees across departments with two initiatives.

    - **ExpertAI** is empowering teams to analyze vast amounts of data to support decision-making for specialized roles. For example, Sanofi scientists can develop mRNA-based vaccines and therapies faster using CodonBERT, an ExpertAI platform, that is pre-trained on 10 million mRNA sequences, cutting design time by 50%.

    - **Snackable AI** is designed to democratize access to data across the organization. By providing AI tools that are user-friendly, Sanofi empowers employees at all levels to analyze data and derive insights relevant to their roles. This initiative fosters a culture where data-driven decision-making is accessible, allowing teams to make informed choices quickly. Plai is a snackable AI solution that integrates over 1 billion data points to support daily decision-making. Used by more than 10,000 employees, plai automates routine tasks, freeing up employees to focus on higher-value activities, such as creative problem-solving and strategic planning.

    - This approach of Expert and Snackable AI not only increases productivity but also enhances job satisfaction by allowing employees to engage more meaningfully with their work.

- **Microsoft:** Microsoft leverages Azure AI to support data-driven decisions across business functions while maintaining the critical human element in decision-making. By automating data analysis and synthesizing insights, Azure AI provides employees with comprehensive views of data relevant to their roles, enabling faster and more informed decisions. The platform enhances productivity by managing complex data processing, freeing employees to focus on decisions that require human judgment and context, ultimately ensuring that AI complements rather than replaces human roles in decision-making.

2. How businesses develop AI skills?

With AI becoming a powerful driver across industries, there is an increasing need for comprehensive skills development to ensure employees and job seekers are equipped for this transformation. A recent survey by Salesforce revealed that while 60% of global workers are enthusiastic about using AI, 62% feel unprepared and lack the skills to use AI effectively and safely. Also, Adecco Group's Global Workforce of the Future 2024 research indicates that workers are saving an average of one hour per day using AI. However, only 25% of workers have completed AI training related to their jobs.[15] Addressing this gap requires targeted training, ranging from ethical AI use to specialized industry-specific applications, often supported through collaborations with educational institutions and government bodies.

Businesses are taking varied approaches, providing internal and external programs for employees, students, job seekers, and sector-specific professionals. Programs span foundational knowledge, responsible AI use, and advanced applications, with delivery formats including online courses, workshops, and certification programs. The following examples highlighted by our *Business at OECD* survey for this project illustrate company-led efforts to build AI competency and bridge skills gaps.

Use case examples

- **Workday:** Workday's AI skills development initiatives extend to both internal and external audiences, providing accessible learning pathways. To familiarize learners with Workday's AI-enabled platform, the Workday Basic Series was launched on Coursera, available in 190 countries and 21 languages. Additionally, Workday partners with educational institutions to offer certifications such as Workday Basics and Workday Platform Administrator, growing the talent pool of Workday-trained professionals and supporting career pathways within Workday technology.

- **TELUS:** The Data & AI Literacy Program at TELUS, launched in 2021, equips employees with the skills to navigate AI responsibly in their daily roles. Available to employees across various levels, this program offers interactive sessions, multimedia resources, and curated courses covering foundational data and AI concepts, with a focus on ethics and transparency. Expanding beyond training developed by internal employees, TELUS partners with Microsoft and Google on generative AI literacy, enabling participants to handle data confidently and innovate responsibly, ensuring that employees, particularly in customer service, understand how to ethically use and benefit from AI.

- **IBM:** IBM's SkillsBuild program is an extensive, free online platform aimed at upskilling adult learners and students, with a focus on underrepresented communities. SkillsBuild offers over 1,000 courses in 20 languages, covering AI and other emerging digital technologies, with market-recognized digital credentials upon completion. As part of a broader goal of engaging 30 million learners by 2030, IBM has committed to skill 2 million people in AI by 2026 through IBM SkillsBuild. With mentorship and hands-on experiences, IBM is equipping students, job seekers, and career changers for AI-driven careers, demonstrating a strong commitment to building inclusive digital skills at scale.

- **SENAI:** SENAI focuses on developing AI skills within the Brazilian education sector by providing AI training for educators. The curriculum equips teachers with knowledge of AI fundamentals, ethics, and effective integration of AI in classrooms. SENAI's AI-focused programs enable educators to employ AI tools in teaching, creating an informed workforce capable of using AI responsibly across sectors. This program demonstrates SENAI's commitment to preparing Brazil's future workforce by instilling foundational AI skills and ethical awareness at the educational level.

- **UnitedHealth Group (UHG):** UHG's approach to AI upskilling supports its diverse workforce, from healthcare professionals to technologists. Optum Health Education offers the AI for Clinicians course, which provides U.S.-based clinical professionals with continuing education credits for completing AI modules. For technologists, Optum Tech University (OTU) offers a suite of 65 AI and data science courses, including 13 on generative AI. With durations ranging from 17 minutes to over 7 hours, these self-study courses cater to varying levels of expertise, ensuring UHG employees can build relevant AI skills regardless of technical background.

- **Salesforce:** Trailhead, Salesforce's online free-to-use platform, has expanded its courses to offer AI-specific skills training, including AI fundamentals, ethical AI use and prompting. Salesforce will also offer its existing premium AI courses and AI certifications free of charge and available to anyone on Trailhead, through the end of 2025. Additionally, Salesforce makes their spaces around the world available for on-site training sessions.

- **Coca-Cola İçecek (CCI):** CCI's comprehensive AI training programs include "Foundations of AI," accessible to all employees. This course ensures that employees understand AI's potential and associated risks, promoting active participation in monitoring AI models for optimal performance and continuous feedback. This approach reflects CCI's commitment to fostering general AI dexterity and responsible use across the organization, enhancing employees' capabilities in line with their AI governance framework.

These use cases demonstrate the diverse ways in which businesses are addressing the AI skills gap. Through partnerships, accessible learning formats, and a mix of foundational and specialized content, companies are supporting employees and broader communities in acquiring the critical skills needed to leverage AI responsibly and effectively across various sectors. You can see the overview of programs in the chart.

AI Skills Development in Businesses

Target Audience	Education Content	Delivery Format
Employees (All)	Technology of IBM: IBM WatsonX Challenge (60% of employees joined)	Online Courses
	Technology of Workday: Workday Basic Series on Coursera	Online Courses, Certification
	AI technology of Salesforce: Trailhead	Online Courses, Certification
	Foundational: LinkedIn Learning	Online Courses
	Foundational to Technical: Microsoft AI Skills Navigator	Online Assessment and Courses
	Foundational: CCI "Foundations of AI" Training	Online Courses
	Responsible: Adecco Global Responsible AI Training	Online Courses
	Responsible & AI tools: Sanofi "I in AI"	Fairs, Campaigns, Online Courses, Learning Materials
	AI use for efficiency: Workday Tailored AI Workshop series	Online Courses
	Data Literacy: TELUS Data & AI Literacy Program	Online Courses, Webinars
Employees (Role-Specific)	Role-Based AI: UHG Optum Health Education – AI for Clinicians	Online Courses, Certification
	Advanced AI: UHG Optum Tech University	Online Courses, Certification
Students / Job Seekers	Foundational to Technical: Microsoft Skills for Jobs Program	Online Courses
	Foundational Responsible & Technical: IBM SkillsBuild	Online Courses, Certification
	Technology of Workday: Workday Basic Series on Cousera	Online Courses, Certification
Teachers	Foundational & Responsible & Role-Based AI: SENAI AI Training for Educators	Online and in-person Courses, Certification
	Foundational to Technical: Microsoft Learn Educator Centre	Online and in-person Courses, Certification
SMEs	Foundational & Responsible AI: Salesforce Data + AI Boost SME Program	Workshops, Webinars

3. Future directions for AI and skills development

Insights from these use cases reveal several forward-looking strategies for AI and skills development. As AI evolves, companies are prioritizing inclusivity, sustainability, interdisciplinary expertise, and the importance of soft skills. Future initiatives aim to bridge skill gaps, especially in emerging markets, and to align AI training with sustainable practices and diverse workforce needs. Companies recognize that for AI to be fully effective, workers need a blend of technical and domain-specific skills, alongside strong interpersonal skills such as empathy and communication, which enhance AI-supported roles. Below are key areas where businesses are actively shaping the future of AI skills.

- **Balancing generalist vs. specialist AI skills**

  - **Microsoft** provides labour market insights, training and tools for AI generalists, organizational leaders and specialists across the workforce to encourage broad AI understanding, assessment and skills development while advancing expertise in machine learning, data science, cybersecurity and cloud computing through collaborations with government, educational institutions, IGOs and NGOs.

  - **Salesforce** supports accessible AI training for all employees to build general skills while also cultivating specialized capabilities for technical teams. This balanced approach ensures that everyone, regardless of their technical background, can leverage AI effectively in their role.

  - **Sanofi** provides employees with foundational and specialized knowledge around responsible AI by offering learning materials tailored to all employees, regular AI users, or expert AI users. Materials are adapted based on the employees' involvement in AI projects, providing clear guidance at each level of AI expertise.

- **Inclusivity in AI skills development**

  - **SENAI** (National Service for Industrial Training in Brazil) highlights the need for inclusive AI education, especially in emerging markets. Their programs are designed to bring AI skills to sectors like manufacturing, where AI adoption is still growing.

- **Sustainability and responsible AI use**

  - **Microsoft** integrates sustainability into its AI projects, using AI to tackle global challenges in climate change, healthcare, and agriculture through initiatives like AI for Earth. These efforts support more sustainable practices across industries.

  - **Sanofi** emphasizes ethical AI practices, focusing on building knowledge in AI ethics, data privacy, risk and bias mitigation. These skills are critical for responsible AI use that aligns with societal values and business impact.

  - **UnitedHealth Group (UHG)** incorporates AI into healthcare to not only improve patient outcomes but also promote sustainability by optimizing resource use and minimizing waste in healthcare practices.

- **Interdisciplinary AI skills**

    - **Workday** underscores the importance of cross-functional AI skills within finance, HR, and operations, promoting a mix of business and technical acumen for fully utilizing AI tools.

    - **UHG** requires healthcare professionals to blend clinical expertise with AI technologies, ensuring that AI applications support quality patient care while maintaining high standards across the healthcare industry.

- **Soft skills for the future workforce**

    - An **IBM Institute of Business Value survey** indicates that as AI grows, demand for soft skills such as time management, prioritization, and teamwork is increasing. Responsible AI usage depends on these skills, especially with the rise of user-friendly generative AI.

    - **Salesforce** underscores that while technical upskilling is essential, interpersonal skills like communication and empathy remain crucial, particularly in customer service roles where AI supports but cannot replace human interaction.

    - **TELUS** highlights the importance of soft skills, or what they refer to as keeping 'humans in the loop', in an AI-driven workplace, as AI allows employees to focus on creative and strategic tasks. In customer service, soft skills like empathy and emotional intelligence help differentiate their brand in a competitive marketplace.

    - **Adecco Group** highlights that high-order thinking skills—critical for distinguishing truth from AI-generated misinformation—are increasingly neglected due to automation like autocorrection, which limits opportunities for their development. Addressing this gap through education and training is vital to ensure effective decision-making and sustain business health in an AI-driven world.

In conclusion, these use cases underscore the crucial role of AI skills in driving productivity and growth. Through automation, decision support, and innovation, AI helps businesses stay competitive. However, effective AI adoption requires more than technical skills—it demands interdisciplinary expertise, soft skills like creativity and empathy, and a commitment to responsible AI practices.

A survey across OECD countries highlights the importance of soft skills in AI-driven roles, with 72% of high-AI-exposure positions requiring management skills and 67% needing business process expertise. While our survey findings already underscored that employer organizations have been recognizing the importance of "character qualities," such as curiosity, courage, resilience, and leadership, as early as 2015,[16] the need for soft skills has become exponentially crucial in this age. Inclusivity remains essential, as companies aim to make AI accessible across regions and sectors. Furthermore, integrating AI with sustainability shows that AI's future is not only about growth but also about addressing global challenges using AI both as a solution and ensuring its environmental cost does not become greater than its benefits. This convergence of AI, skill-building, and responsibility emphasizes the need for ongoing investment in AI training to foster a future where AI meaningfully and ethically enhances human potential.

While these best practice examples highlight significant progress, we recognize that broad adoption remains challenging. Factors such as evolving AI-related skills, advancements in digital infrastructure, and the need to build trust continue to shape the landscape of AI implementation.

III. Recommendations

To maximize AI's transformative potential, a coordinated effort across government, industry, and educational institutions is essential. Policymakers can play a key role by supporting AI literacy, ethical AI practices, inclusivity in AI training, and workforce development initiatives that align with emerging industry needs.

The following sections highlight business best practices and recommendations for government aim to address the skills gaps, promote responsible AI use, and create a more equitable and skilled AI-driven workforce. Governments can also work together to scale-up existing successful private sector initiatives and benefit from the knowledge of companies on labor market dynamics and skills needs.

1. Business best practice

Embed AI skills across disciplines and make training accessible

AI literacy should be accessible across various disciplines to equip a workforce to leverage AI in diverse sectors.

- **Cross-disciplinary AI integration:** To cultivate a truly versatile workforce, businesses should integrate AI literacy programs across a wide range of disciplines, including healthcare, business, and the arts. This approach ensures that professionals in all sectors are equipped with the necessary AI skills to thrive in an increasingly data-driven landscape.

- **Inclusive access to AI training programs:** It is vital to ensure that AI training programs reach all communities, particularly those in emerging markets and those more vulnerable to labor market exclusion. By making these educational resources accessible, companies can empower local workforces, fostering diversity and innovation in AI development and application.

Promote a culture of continuous learning and innovation

AI literacy should be accessible across various disciplines to create a workforce equipped to leverage AI in diverse sectors.

- **Encourage employee development:** Organizations should cultivate a culture of continuous learning by offering training that adapts to the rapidly evolving technological landscape. This commitment not only enhances employee skills but also drives innovation and competitiveness within the company.

- **Leverage partnerships with educational institutions:** By collaborating with universities and training providers, businesses can co-create courses that meet the current and future demands of the workforce. These partnerships can lead to tailored training programs that address specific industry needs and enhance overall workforce readiness.

2. Recommendations for government institutions

Integrate AI and data literacy into education and employment strategies

Governments should embed digital literacy and foundational AI skills at all stages and forms of education and into workforce training to create a digitally fluent population prepared for an AI-driven future.

- **Foundational AI and data skills in schools and beyond:** Introducing data literacy and AI basics in primary and secondary education will build early familiarity with AI concepts, ethics, and applications, preparing students for an increasingly AI-integrated job market. Governments must act early by incorporating AI and data literacy into elementary education curricula, ensuring children develop these essential skills from a young age. This foundational effort should extend seamlessly into higher education to reinforce and expand knowledge, creating a pipeline of AI-savvy talent. However, this effort should not be limited to schools. Vocational education and training (VET), university programs, and apprenticeships play a critical role in equipping individuals with job-ready AI and data skills tailored to industry needs, bridging the gap between foundational knowledge and real-world applications.

- **Lifelong learning and career development:** Flexible learning options like micro-credentials and short courses can support continuous upskilling, particularly for adult learners re-entering the workforce or transitioning roles. Governments should focus these programs on underserved communities to foster equitable access to AI skills.

Promote a skills-first approach to employment and talent development

A skills-first hiring approach will widen talent pools and emphasize competencies over formal credentials, benefiting underrepresented groups and fostering inclusivity.

- **Competency-based hiring:** Governments should encourage employers to adopt skills-based hiring, highlighting competencies like critical thinking and problem-solving in addition to traditional credentials. This shift can particularly benefit talent from rural or underserved communities.

- **Supporting on-the-job learning:** Governments should incentivize continuous learning and on-the-job training opportunities, allowing employees to develop AI skills through practical, workplace-based experience.

Support responsible and inclusive AI development

To build trust in AI systems, governments should prioritize ethical AI practices and ensure diverse representation in AI development efforts. This requires close collaboration with businesses, which play a pivotal role in implementing ethical AI practices, fostering diversity in AI teams, and ensuring that AI systems are designed to be inclusive and unbiased.

- **Diversity in AI development:** Increasing STEM access for diverse groups helps create representative AI systems, mitigating bias. Government-backed initiatives to expand AI ethics training across all sectors will promote safe, equitable, and unbiased AI.

- **Ethics and data privacy training:** Responsible AI requires comprehensive training on data ethics, privacy, and bias mitigation. Governments can support industry standards for ethical AI through educational programs that address privacy and safety, particularly in critical sectors like healthcare and finance, while ensuring that businesses hold themselves to the same ethical standards in their practices that they demand from AI systems.

Expand access to digital and AI skills for job transition and mobility

To support job transitions and meet dynamic workforce needs, governments should ensure accessible AI training and leverage international collaboration.

- **Digital solutions for job transitions:** AI-driven resources such as job portals and career guidance tools can support job transitions, helping individuals identify new roles suited to their skill profiles. Additionally, AI-powered accessibility tools can provide essential support for individuals with disabilities or learning challenges, ensuring these resources are inclusive and beneficial to all. Governments should develop and promote digital tools for workforce mobility.

- **Global partnerships for AI skilling:** Collaborating with international organizations like the OECD and G20 can help governments adopt global best practices in AI education, enhance talent mobility, and align with international standards for responsible AI use.

Develop national AI strategies with public-private partnerships

Public-private partnerships are essential for aligning educational and training programs with industry needs and for providing resources that support AI skills development.

- **Collaborative AI skilling programs:** Governments should create frameworks for partnerships between educational institutions and industry leaders to develop AI curricula that meet evolving job market requirements. Collaborative training initiatives can also equip job seekers with market-ready AI skills.

- **Focusing on AI fluency and responsible AI:** National strategies should emphasize AI fluency and ethical AI practices, including bias mitigation, privacy, and data protection. This will ensure the workforce is prepared to use AI responsibly and align AI deployment with ethical standards.

Annex: Use Cases

Adecco Group

The Adecco Group is the world's leading talent company, headquartered in Zurich, Switzerland, whose purpose is making the future work for everyone. Through its three global business units - Adecco, Akkodis and LHH - across 60 countries, Adecco Group enables sustainable and lifelong employability for individuals, deliver digital and engineering solutions to power the Smart Industry transformation and empower organisations to optimise their workforces.

How AI is used to drive value

Adecco Group utilizes AI very actively to boost productivity and enhance value mainly in 3 areas.

- **Defining workforce strategy:** Adecco Group provides workforce planning, analytics, and advisory services to help clients strategically integrate AI into HR processes, enhancing human potential while ensuring AI complements, rather than replaces, people.

- **Attract, Hire, Deploy:** Adecco Group's AI solutions improve recruitment efficiency while prioritizing diversity, inclusion, and ethical decision-making. We promote trust and integrity through Responsible AI, emphasizing ethics, transparency, and compliance with laws and regulations.

- **Skill, Develop, Transition:** Adecco Group's AI tools help employees enhance skills, improve job satisfaction, and support career growth at every stage. We focus on continuous learning to meet current demands and anticipate future opportunities.

AI skills development programs

To make the most use of AI to provide value as companies, Adecco Group develops a global Responsible AI training for all staff.

- **Objective:** Equip all staff with knowledge of Responsible AI to ensure AI systems are used ethically, transparently, and safely across the organization. To address AI's impact responsibly, companies cannot rely solely on external hires; internal training and adaptation are essential.

- **Principles:** Training is built around Responsible AI Principles—ethical, human-centric, transparent, safe, and lawful AI usage.

- **Training structure:** Courses are tailored for different roles, including Recruitment, Sales, and Leadership. The contents include:

    - Baseline understanding of AI and Responsible AI.
    - Explanation of Responsible AI Principles and their application in daily work.

- **Format:** Delivered via Adecco's online learning platform as self-paced modules with knowledge checks after each module. Mandatory completion during onboarding and as part of annual compliance for all employees.

- **Localization and accessibility:** Initial rollout in English, with future translations into local languages using AI tools for inclusivity.

Coca-Cola İçecek

Coca-Cola İçecek (CCI) is a multinational beverage company operating in Türkiye, Pakistan, Kazakhstan, Iraq, Uzbekistan, Bangladesh, Azerbaijan, Kyrgyzstan, Jordan, Tajikistan, Turkmenistan, and Syria. CCI produces, distributes and sells sparkling and still beverages of The Coca-Cola Company and Monster Energy Beverage Corporation along with the production of fruit juice concentrate via its affiliate Anadolu Etap İçecek.

CCI employs more than 10,000 people, has a total of 33 bottling plants and 3 fruit processing plants in 12 countries, offering a wide range of beverages to a population base of 600 million people. In addition to sparkling beverages, the product portfolio includes juices, waters, sports and energy drinks, iced teas and coffee.

Committed to becoming the leading FMCG company in its regions, CCI leverages data and AI to add value across consumer, operational, and workforce dimensions.

How AI is used to drive value

CCI's AI initiatives are closely aligned with its business goals, focusing on growth, operational efficiency, and employee enablement. Key areas include:

- **Growth and customer insights:** AI tools allow CCI to analyze consumer preferences, enabling targeted marketing and product personalization. By understanding customer needs more precisely, CCI can adjust its product offerings for greater market relevance.

- **Operational optimization:** Through AI in production and distribution, CCI enhances resource allocation, reduces waste, and optimizes logistics. Real-time monitoring and proactive adjustments streamline operations across CCI's bottling network, boosting productivity and consistency.

- **Employee empowerment and decision-making:** CCI's AI strategy prioritizes augmenting human decision-making, equipping employees with tools to make agile, data-driven decisions. AI systems also incorporate continuous feedback, which helps build trust and improves output over time.

- **AI governance framework:** CCI's AI governance framework ensures accountability, aligning AI development with ethical standards and shared responsibility across the organization.

AI skills development programs

Aligned with its AI governance, CCI has implemented tailored training programs:

- **Training Content:**

    - **Foundations of AI** for all employees.
    - **Data-Driven AI** and **Helping Machines** to Learn for model managers.
    - **Advanced Analytics with Machine Learning** for data analysts.
    - Specialized learning paths for data scientists and analysts to enhance technical skills.

- **Delivery:** Courses are available online, initially in English, with plans for localization using AI for accessibility across regions.

These programs enhance AI competencies and promote responsible AI use, ensuring CCI's workforce is prepared to drive value ethically and effectively across the FMCG landscape.

IBM

IBM is a global leader in hybrid cloud, AI, and consulting, supporting clients in over 175 countries across critical industries like aerospace and automotive, finance, telecommunications, and healthcare. With innovations in AI, quantum computing, and industry-specific cloud solutions, IBM helps businesses leverage data, streamline processes, and maintain a competitive edge. IBM's commitment to trust, transparency, responsibility, and openness underpins its approach to AI.

How AI is used to drive value

IBM leverages AI across its operations to enhance productivity, streamline processes, and elevate employee experience. Key areas include:

- **Enhanced decision-making and efficiency:** Through its watsonx platform, IBM augments decision-making by automating data analysis, reducing routine tasks, and enhancing productivity across business functions. AI-driven insights allow IBM's HR, finance, and customer service teams to focus more attention on high-value activities, optimizing operations.

- **HR transformation:** Over the last eight years, IBM embedded AI in its HR processes, increasing HR productivity by 30-50% in areas where AI is applied. AI tools help automate administrative tasks, allowing HR professionals to concentrate on strategic activities like talent acquisition and leadership development, while AI-enabled chatbots improve employees' experience with HR services.

- **Employee empowerment and transparency:** AI initiatives at IBM prioritize augmenting human potential, involving employees in AI usage, and ensuring transparency in AI applications. This approach boosts employee engagement and facilitates easier, quicker completion of tasks.

AI skills development programs

IBM is committed to equipping its workforce and learners, educators and organizations with critical AI skills, focusing on upskilling and continuous learning.

- **Internal learning initiatives:**

  - **Your Learning Platform:** IBM encourages employees to complete at least 40 hours of learning per year, often surpassing this goal, with AI-focused modules tailored to various roles.

  - **Watsonx Challenge:** Launched in 2023, this organization-wide program provided AI learning, with over 60% participation, fostering innovation and enabling employees to explore AI's potential in their own work.

  - **Personalized AI-Based Training:** IBM Consulting uses watsonx for customized learning experiences, offering digital tutors and AI-driven learning plans to support adaptive, efficient skill acquisition.

- **External AI training commitments:**

  - **IBM SkillsBuild:** A free online program designed to upskill adult learners and students, particularly in underrepresented communities. This includes equipping 2 million people with AI skills by 2026. SkillsBuild offers over 1,000 courses in 20 languages, with digital credentials recognized by the industry, supported by practical learning experiences, mentoring, and job insights.

IBM's focus on comprehensive, accessible AI training supports its mission to empower both its workforce and global learners to thrive in an AI-enabled future.

LinkedIn

Founded in 2003, LinkedIn is the world's largest professional network, connecting over 1 billion members worldwide, including executives from every Fortune 500 company. With a diversified business model that includes Talent Solutions, Marketing Solutions, Sales Solutions, and Premium Subscriptions, LinkedIn empowers professionals to find the right job, build valuable connections, and develop essential career skills. By leveraging AI, LinkedIn enhances its offerings, enabling members and customers to navigate their professional journeys with greater productivity and success.

How AI is used to drive value

LinkedIn uses AI across its platform to improve job search, recruitment, and learning experiences, creating significant value for both individual users and organizations. Key areas include:

- **AI-Powered Professional Guidance for Job Seekers:** LinkedIn Premium subscribers gain access to an AI-powered professional guide, acting as a coach, advisor, and assistant. This tool assists with resume feedback, job applications, and cover letter writing, offering conversational job search support to streamline the application process.

- **AI-Enhanced Recruiting Tools:** LinkedIn's AI-assisted messaging feature for recruiters has already saved 74% of recruiters' time, facilitating quick, personalized communication with potential candidates. Additionally, the Recruiter 2024 platform introduces a new AI-powered recruiting experience, allowing talent leaders to focus on strategic, people-centered tasks while AI handles much of the preliminary candidate matching.

- **Generative AI for Talent Sourcing:** LinkedIn's AI tools interpret recruiters' hiring goals to expand candidate recommendations beyond traditional criteria, offering high-quality matches from a wider talent pool and improving diversity in candidate selection.

AI skills development programs

LinkedIn is also committed to advancing AI literacy and professional skills, both through its LinkedIn Learning platform and through personalized, AI-driven coaching tools.

- LinkedIn Learning:

    - **Courses Available:** LinkedIn Learning offers 22,000 courses, including 800 AI-focused courses such as "Building AI Literacy," aimed at helping learners build foundational AI skills, and a learning path on "Deep Learning and Neural Networks" for technical skill advancement.

    - **AI-Powered Coaching:** LinkedIn Learning's AI-powered coaching provides real-time advice tailored to users' job titles, career goals, and skills. This feature offers personalized learning content and interactive support, such as simplifying concepts or offering relevant examples, based on users' specific queries.

- **Future Personalization with Generative AI:** LinkedIn plans to expand its AI tools to provide personalized advice from expert instructors, allowing users to ask chatbots for summaries, clarifications, and context-specific guidance.

Through these AI-powered tools and tailored learning experiences, LinkedIn equips professionals and organizations with the skills and insights needed to navigate and succeed in an AI-driven job market.

Microsoft

Microsoft is a global technology leader focused on creating platforms and tools powered by AI to meet the evolving needs of customers worldwide. With a mission to empower every person and organization on the planet to achieve more, Microsoft is committed to making AI broadly accessible and to using it responsibly. Microsoft's innovative AI solutions enhance productivity, enable creativity, and drive digital transformation across industries.

How AI is used to drive value

Microsoft leverages AI across its product suite to enhance user experiences and boost productivity. Key AI applications include:

- **Microsoft 365 Copilot:** Integrated into Word, PowerPoint, Excel, OneNote, and Outlook, Copilot helps users create documents, presentations, and insights faster by generating drafts, summarizing data, and offering AI-powered suggestions based on user input.

- **Microsoft Designer:** This tool allows users to create AI-generated images using plain English prompts, simplifying the creative process for marketers, designers, and other professionals needing quick visual content.

- **AI in Bing and Edge:** Microsoft's Edge browser and Bing search engine use AI to improve search accuracy, provide conversational search responses, and assist with content creation, enhancing user productivity in web browsing and research.

- **Case Studies:** Microsoft collaborates with companies worldwide to showcase how AI supports digital transformation, demonstrating its impact on productivity and innovation across various industries.

AI skills development programs

Microsoft is committed to equipping people worldwide with essential digital and AI skills for the digital economy. The opportunity of AI is here and can be unlocked for every learner—at every career stage, in every role, and in every country. Through the global skills for Jobs program, Microsoft has trained and certified 14.1 million people. Microsoft offers courses in both generative AI and developer AI skills, enabling individuals to gain AI fluency and earn professional certificates. These learning pathways are designed to empower individuals with AI knowledge and job relevant skills.

AI Training Programs and Partnerships: Microsoft provides in-depth training to educators, industry, government and non-profits. Learn more about these programs here.

Through its AI-driven products and global training initiatives, Microsoft supports a future-ready workforce while enabling users and organizations to achieve more with responsible AI.

Salesforce

Founded in 1999, Salesforce is a global leader in cloud enterprise software for customer relationship management (CRM), serving organizations of all sizes across sectors worldwide. Salesforce's flagship product, Customer 360, offers a suite of cloud-based CRM solutions, including Sales Cloud, Service Cloud, Marketing Cloud, and Commerce Cloud, to help businesses manage customer relationships. With additional tools like Data Cloud, Tableau, and Slack, Salesforce supports data unification, analytics, and collaboration for over 72,000 employees across 99 offices in 87 cities.

How AI is used to drive value

Salesforce integrates AI across its product portfolio, enhancing productivity, personalization, and customer engagement. Key applications include:

- **Agentforce:** Salesforce brings humans together with autonomous agents to drive customer success with Agentforce, a suite of customizable agents and tools on the Salesforce platform powered by AI, data, and action. Agents are a new type of software capable of performing work with varying levels of autonomy. An agent operates by searching for necessary data, analyzing this data to formulate a plan, and then executing the plan. This process can be entirely independent or may involve interactions and handoffs with employees.

- **Examples of agents built with Agentforce: Service Agent** replaces traditional chatbots with AI that can handle a wide range of service issues without preprogrammed scenarios, improving customer service efficiency. Sales Coach provides personalized role-play sessions for sales teams, using Salesforce data and generative AI to help sellers practice pitches and objections tailored to specific deals.

- **Einstein Trust Layer:** This is a comprehensive set of security measures and protocols designed to protect the privacy and security of customer data and improve the safety and accuracy of AI results. The bedrock principle of the Trust Layer is zero data retention, meaning that data is used to generate outputs but never to improve the underlying LLMs.

AI skills development programs

Salesforce actively promotes AI literacy and skills development through accessible learning resources and partnerships.

- **Trailhead Learning Platform:** Salesforce's free online platform provides comprehensive AI and Salesforce technology training. Trailhead includes new modules on AI agents, enabling customers, partners, and employees to gain hands-on experience with AI functionalities. Additionally, Salesforce offers its existing premium AI courses and AI certifications free of charge and available to anyone on Trailhead, through the end of 2025.

- **On-site trainings:** Salesforce makes its spaces around the world available for on-site training sessions. In June 2024, Salesforce opened its first AI Center in London, and will unveil a new pop-up AI Center at its headquarters in San Francisco in 2025, with plans to roll out additional training centers in key hubs around the world like Chicago, Tokyo, and Sydney.

- **Data + AI Boost SME Program:** In partnership with Singapore's Infocomm Media Development Authority (IMDA), Salesforce launched this program to help 5,000 small and medium-sized enterprises (SMEs) leverage AI for growth. The program offers workshops, webinars, and access to Trailhead resources, supporting Singapore's Digital Enterprise Blueprint by advancing AI readiness among SMEs.

Through its innovative AI tools and targeted learning programs, Salesforce empowers businesses and individuals to harness AI responsibly, driving value and growth across industries.

Sanofi

Sanofi is a global healthcare leader focused on pioneering science and innovation to improve people's lives. With operations in 70 countries and a team of over 86,000 employees, Sanofi specializes in areas such as vaccines, immunology, oncology, neurology, and rare diseases, and rare blood disorders.

How AI is used to drive value

Sanofi leverages AI across its research, manufacturing, and decision-making processes to enhance efficiency, innovation, and patient outcomes. Key AI applications include:

- **Expert AI:** Used to analyze vast datasets to advance drug discovery, understand disease biology, improve clinical trials, and optimize manufacturing. Expert AI solutions provide Sanofi with critical insights that support strategic decision-making in production and operations.

- **Snackable AI:** Designed for everyday use by all employees, Snackable AI democratizes data access across Sanofi, delivering actionable insights that help teams make informed decisions and optimize resource allocation. Sanofi's "plai" platform, used by over 10,000 employees, integrates over 1 billion data points to support daily decision-making, from clinical trial design to portfolio management.

- **Generative AI:** By automating routine tasks, Generative AI frees employees to focus on creative problem-solving and impactful work, including generating clinical study reports and streamlining ideation and iteration of marketing content ideas.

AI skills development programs

Sanofi actively promotes AI literacy and ethical AI practices through comprehensive internal training initiatives under the "I in AI" program, aimed at ensuring safe, responsible, and effective AI use across the organization.

- **Responsible AI Framework:** Sanofi's framework includes five principles—accountability, fairness, robustness, transparency, and eco-responsibility. These principles are embedded in the company's code of conduct and guide AI development and deployment.

- **"I in AI" Fairs and Campaigns:**

    - **Responsible AI Fairs:** Held in multiple countries, these fairs educate employees on safe and ethical AI use, providing guidance on regulatory developments and Sanofi's Responsible AI standards.

    - **"I in AI Month" Campaign:** A global initiative offering webinars and training modules on AI tools, GenAI guidelines, and prompt engineering to boost AI understanding company-wide.

- **Targeted AI Training:**

    - **Generalist Training:** Provides all employees with foundational knowledge of Sanofi's Responsible AI principles.

    - **AI User Training:** Instructs users on ethical AI practices across the pharmaceutical value chain, linking to internal resources for further guidance.

    - **Expert Training:** Equips AI developers with best practices in AI fairness, transparency, and privacy, ensuring responsible AI deployment across all stages of development.

Sanofi's commitment to democratizing AI and ensuring responsible usage fosters an organizational culture where AI empowers employees and improves patient outcomes.

SENAI

The National Service of Industrial Learning (SENAI) is a leading Brazilian institution dedicated to promoting technical education and professional development. With a focus on enhancing workforce skills, SENAI collaborates with Google Cloud to integrate Artificial Intelligence (AI) into its educational framework. This partnership aims to equip individuals for success in an AI-driven economy while driving innovation and productivity in Brazil.

How AI is used to drive value

SENAI leverages AI across its educational offerings and administrative processes to improve learning outcomes, operational efficiency, and workforce readiness. Key AI applications include:

- **Personalized Learning Pathways:** AI analyzes student data to create tailored learning experiences, ensuring individual needs are met and enhancing engagement.

- **Adaptive Learning Systems:** AI-driven platforms adjust the difficulty and pace of educational materials based on real-time student performance, enabling personalized learning.

- **Automated Content Creation:** AI tools assist in producing interactive and relevant educational content efficiently, allowing SENAI to scale its programs and reach a broader audience.

- **Predictive Analytics for Skill Gaps:** AI analytics identify industry-specific skill gaps, guiding the development of targeted training programs that align with market needs.

- **Improved Operational Efficiency:** AI streamlines administrative tasks like enrollment and scheduling, freeing educators to focus on mentorship and teaching.

AI skills development programs

SENAI is committed to enhancing AI literacy and promoting ethical AI use through comprehensive training initiatives for educators and students.

- **Internal Training for Educators:** SENAI provides training programs that equip educators with the knowledge and skills necessary to integrate AI into their teaching practices, covering topics such as AI fundamentals and pedagogical approaches.

- **External Partnerships:** Collaborations with Google Cloud and leading AI companies grant access to advanced technologies and resources for developing AI-powered learning solutions.

- **Developing AI-Specific Curricula:** SENAI is designing training programs that focus on in-demand AI skills, preparing students for roles in the rapidly evolving technology landscape.

- **Industry Collaborations:** Partnerships with industry leaders help tailor AI-focused training programs to address specific business challenges and ensure relevance in the workforce.

SENAI's dedication to integrating AI in education and developing AI competencies among its workforce fosters a culture of innovation, preparing individuals to thrive in an increasingly digital economy.

TELUS

TELUS is a dynamic, world-leading communications technology company, boasting over 19 million customer connections across wireless, data, IP, voice, television, entertainment, video, and security. Committed to leveraging technology and compassion, TELUS drives social change and enables remarkable human outcomes. With a global presence and a dedicated team of over 30,000 members, TELUS implements trust-building and sustainable data practices while actively advancing responsible AI initiatives.

How AI is used to drive value

TELUS integrates advanced AI capabilities throughout its diverse offerings, enhancing operational efficiency, customer experience, and social impact. Key AI applications include:

- **TELUS Health:** Leveraging strong digital and data analytics capabilities, TELUS Health provides a holistic approach to primary and preventive health and wellbeing for over 76 million lives worldwide. By harnessing AI, TELUS Health is enhancing client services and health outcomes around the globe.

- **TELUS Agriculture & Consumer Goods:** As the world's largest provider of digital solutions and insights in agriculture, TELUS facilitates sustainable production practices, improving the safety and quality of food through traceable systems.

- **GenAI Support Tool:** TELUS has launched a customer support tool powered by Generative AI (GenAI) that allows customers to access information from support articles through an interactive chat interface, rather than traditional search methods. This tool is the first of its kind to achieve ISO 31700-1 Privacy by Design certification.

- **Predictive Analytics:** TELUS uses AI-driven predictive analytics to enhance healthcare access in underserved communities and optimize energy use in data centers, contributing to a reduced carbon footprint.

AI skills development programs

Recognizing the critical need for upskilling in data and AI, TELUS is committed to fostering a data-driven culture that empowers every employee to make informed decisions quickly and responsibly. TELUS's Data & Trust Office (DTO) has implemented a comprehensive Data & AI Literacy program since 2021, ensuring that team members across all levels understand how data integrates into their everyday tasks and how to innovate responsibly.

- **Competencies for Data and AI Literacy:** TELUS has identified essential data literacy skills categorized into three groups: reading, writing, and comprehending data.

- **Engaging Learning Content:** The program includes curated course streams, interactive sessions, multimedia resources, and collaboration tools like Slack and Google Chat, allowing over 30,000 team members to tailor their learning journey.

- **GenAI Integration:** In response to the rapid growth of GenAI, TELUS has expanded its literacy initiatives to include responsible AI usage, internal processes, and external training content from partners like Microsoft and Google.

Through its commitment to responsible AI practices and data literacy, TELUS empowers its workforce, enhances customer experiences, and drives positive social impact globally.

UnitedHealth Group

UnitedHealth Group is a Fortune 8 healthcare and well-being company, committed to good governance of AI through its two complementary businesses, Optum and UnitedHealthcare. With approximately 400,000 team members, including 142,000 clinical professionals, UHG serves 148 million individuals across 150 countries and all 50 U.S. states. Optum combines clinical expertise, technology, and data to improve healthcare outcomes, while UnitedHealthcare offers a full range of health benefits, simplifying the healthcare experience and delivering access to high-quality care.

How AI is used to drive value

UnitedHealth Group leverages AI to deliver significant benefits to customers and patients, enhancing healthcare outcomes and operational efficiency through various applications:

- **Increased Accuracy in Diagnosing Medical Conditions:** UHG employs AI to extract insights that help clinicians predict disease onset and progression, resulting in improved patient outcomes. Early pilots indicate a 2.4x increase in the diagnosis of new medical conditions through enhanced risk prediction scores.

- **Increased Efficiency with Patient Summaries:** AI/ML models summarize patient histories from various data sources into concise, one-page overviews, leading to an 87% rate of submission with zero or minor edits. This has improved communication speed by over 10%.

- **More Personalized Results for Patients:** AI streamlines digital touchpoints for clearer communication, allowing members to find in-network care easily. Enhanced search functionality has improved relevant result accuracy by over 70% on UHC's website and mobile app.

AI skills development programs

To maximize the potential of AI, UnitedHealth Group has developed several tailored upskilling programs to accommodate its diverse workforce of medical professionals and technologists:

- **Optum Health Education – AI for Clinicians Course:** This course, offered through Optum Health Education, provides accredited interprofessional continuing education to clinicians. Participants earn 5.0 credits upon completion, learning about AI-coordinated healthcare, the basics of AI/ML, and identifying opportunities for enhancement in their clinical processes.

- **Optum Tech University (OTU):** Designed for Optum employees without clinical expertise, OTU offers a variety of AI and Data Science courses, ranging from novice to advanced levels. Of the 65 courses available, 13 focus specifically on Generative AI, covering topics from prompt engineering to ethical considerations. All courses are self-study and range in duration from 17 minutes to over 7 hours.

- **Responsible Use of AI (RUAI) Program:** This program sets standards for developers and data scientists, ensuring responsible AI/ML solution deployment. It includes mandatory training courses for those involved in AI development.

Through these initiatives, UnitedHealth Group ensures its workforce is equipped with the necessary skills and knowledge to responsibly leverage AI for improved healthcare outcomes and operational efficiency.

Workday

Workday is a leading provider of enterprise cloud applications for finance and human resources, built with AI and machine learning at its core. It supports more than 10,000 organizations globally and across industries, from medium-sized businesses to over half of the Fortune 500 companies.

How AI is used to drive value

Workday employs AI across its applications to drive productivity, enhance decision-making, and support employee development. Key areas include:

- **Skills Cloud for Workforce Development:** Workday's Skills Cloud maps and categorizes skills, helping organizations adopt a "skills-first" approach by emphasizing competencies over formal qualifications. By integrating skills data from various sources, Skills Cloud supports in workforce planning, recruiting, and internal mobility, addressing skill shortages and enhancing productivity.

- **Talent Marketplace and Career Hub:** Leveraging Skills Cloud data, Workday's Talent Marketplace matches employees with internal gigs aligned with their skills and learning goals, facilitating growth and adaptation to new roles. Career Hub provides employees with AI-driven personalized recommendations for career development, from learning courses to short-term projects, empowering employees to align with their career aspirations.

- **Ethical AI and Governance Framework:** Workday has established an ethical AI program based on principles of transparency, fairness, and data privacy. Its Responsible AI Advisory Board and dedicated resources ensure that AI tools are developed in accordance with rigorous guidelines, especially for high-impact applications like hiring and promotion decisions.

AI skills development programs

Workday offers a range of AI-focused training initiatives to equip both employees and the public with relevant skills.

- **Public Training Programs:**

    - **Workday Basic Series on Coursera:** Launched in April 2024, this program introduces learners globally to Workday technology and potential career paths, available in 21 languages across 190 countries.

    - **Education Partnerships:** Workday collaborates with institutions to offer in-house certifications like Workday Basics and Platform Administrator, expanding the talent pool trained in Workday applications.

- **Internal Skills Development:**

    - **Comprehensive Learning Resources:** Workday provides e-Learning, a 6-month onboarding program, and leadership development courses covering essential leadership principles and practices.

    - **Early Career Programs:** Through initiatives like Generation Workday® and function-specific training, early career professionals receive foundational training, cross-functional networking, and skills development tailored to their roles.

    - **AI workshop series**: Workday offers series of tailored workshops on how to leverage AI within specific processes to maximize efficiency.

Through these programs and AI-powered tools, Workday enables organizations to make informed, skills-based decisions, fostering both employee growth and business agility in an evolving work environment.

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