



AI AT WORK & JOB QUALITY

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5th Ceemet AIWG meeting

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AI and work in the public debate

FORTUNE

Anthropic CEO warns AI could eliminate half of all entry-level white-collar jobs

BCG

AI Will Reshape More Jobs Than It Replaces

The Guardian

AI was supposed to destroy jobs. Where's the carnage?

TIME

What Happens When AI Replaces Workers?

B B C

Will your job be replaced by AI? Here are the roles most affected

Stanford

What is really happening to jobs? Separating AI hype from reality

©CBS NEWS

20% of U.S. jobs are highly vulnerable to robots and automation, economists say

Beyond employment figures: job quality

“

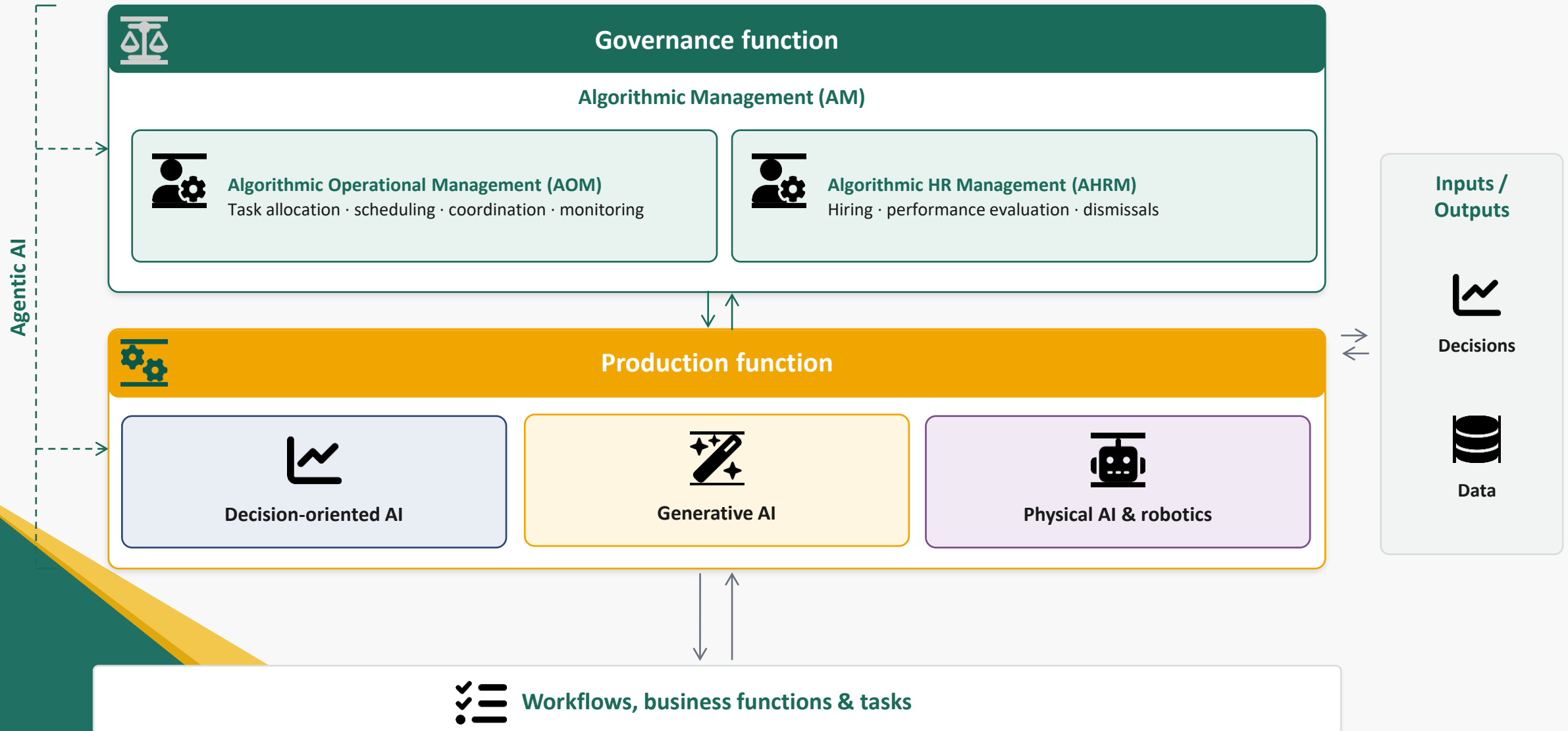
...the quantity of jobs is not the only thing at stake in periods of rapid technological change.

So is their quality. [...] [Job] numbers don't account for many other aspects of work that also matter to people: **creative satisfaction; companionship; pride; autonomy; judgement; dignity.**

”

Sarah O' Connor (2026), *We Are Not Machines*

What is AI at work?



What is job quality?

A variety of frameworks (Eurofound, OECD, ILO...) => A multidimensional concept

Jobs

Employment conditions

Working conditions

Social and industrial relations

Skill use, development, autonomy

People

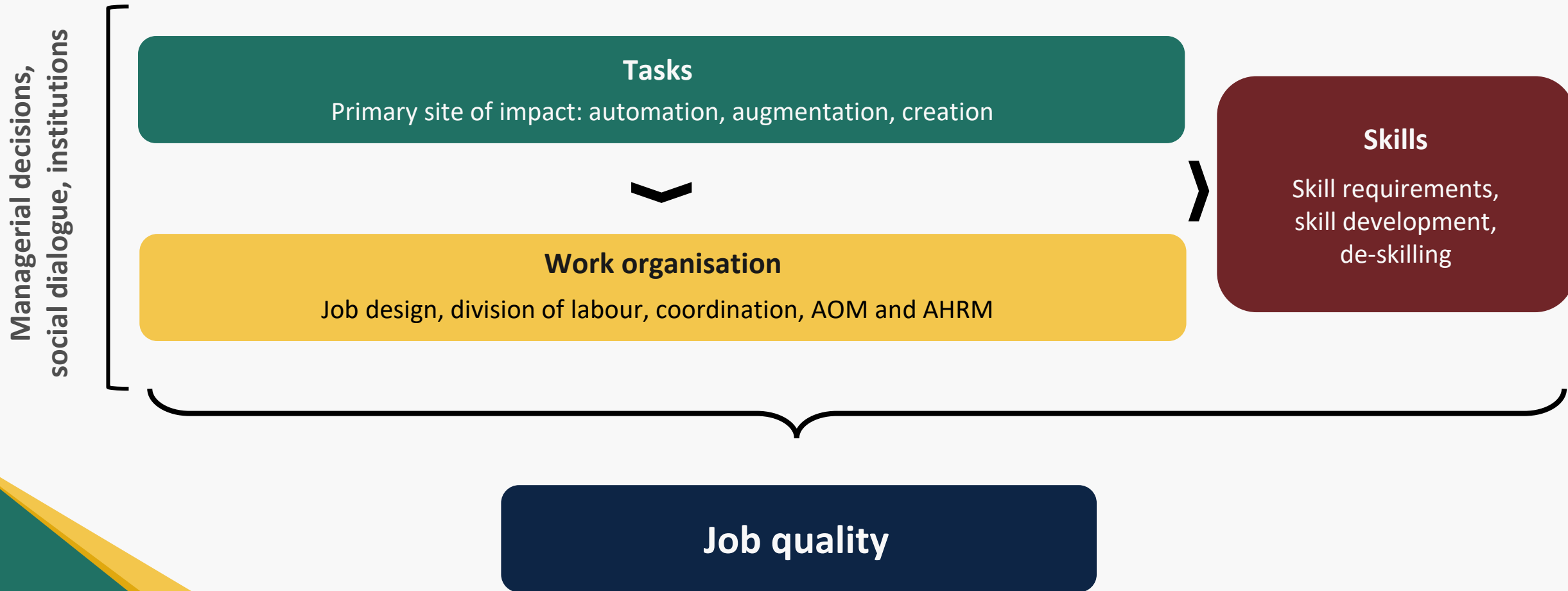
Objective occupational wellbeing

(physical and mental health)

Subjective occupational wellbeing

(satisfaction, meaningfulness, fulfilment)

How does AI adoption impact job quality?



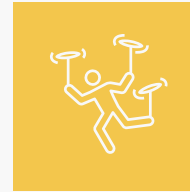
What do we know so far?

Job content



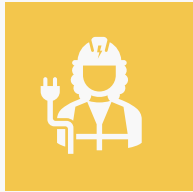
Complementary task change tends to be more prevalent than task displacement, but **new tasks and responsibilities** also emerge.

Work intensity



Increases in work intensity are often documented, but reducing workload and strain is also possible.

Physical risks



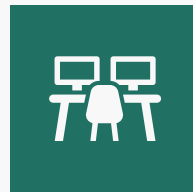
Safety improvement by automating dangerous or repetitive tasks and via predictive tools, but more work intensity can have **opposite effect**.

Psychosocial risks



Increasing **mental fatigue and cognitive overload** may worsen mental health.

Skills use and development



Depends on task change.

Complementary: focus on **meaningful** work.

Displacement: **deskilling** and/or **upskilling**.

Outcomes are uneven depending on...

Career stage: Early-career workers might be more negatively affected than mid-career ones.

Gender: Women over-represented in sectors and occupations where there is less scope for AI to complement or augment their work.

Migration background: Migrants and ethnic minorities over-represented in gig economy, where AM use tends to degrade job quality.

Adoption patterns: uneven adoption and use across geographies, sectors and firm characteristics can affect distribution of opportunities and risks.

Work organisation, managerial decisions, social dialogue and institutional environment.

Autonomy, agency and control are key for job quality



Autonomy

AI adoption can lead to **more autonomy** over task sequencing, but AM can **reduce autonomy** and overall job quality.



Agency

Workers who build or manage AI systems perceive **higher job quality** than those who are managed by it.



Control

When workers are given the chance to **shape AI adoption and implementation decisions**, outcomes improve (also for firms).

Two tales of AI adoption

Partially automated UK warehouse



Top-down

Starts from machines, adds humans after

Lack of worker voice

Constant tracking/direction, no autonomy

Physical and psychosocial strain, isolation

Feeling of working *'for the machine'*

Partially automated Swedish mine



Collaborative

Human-centric design

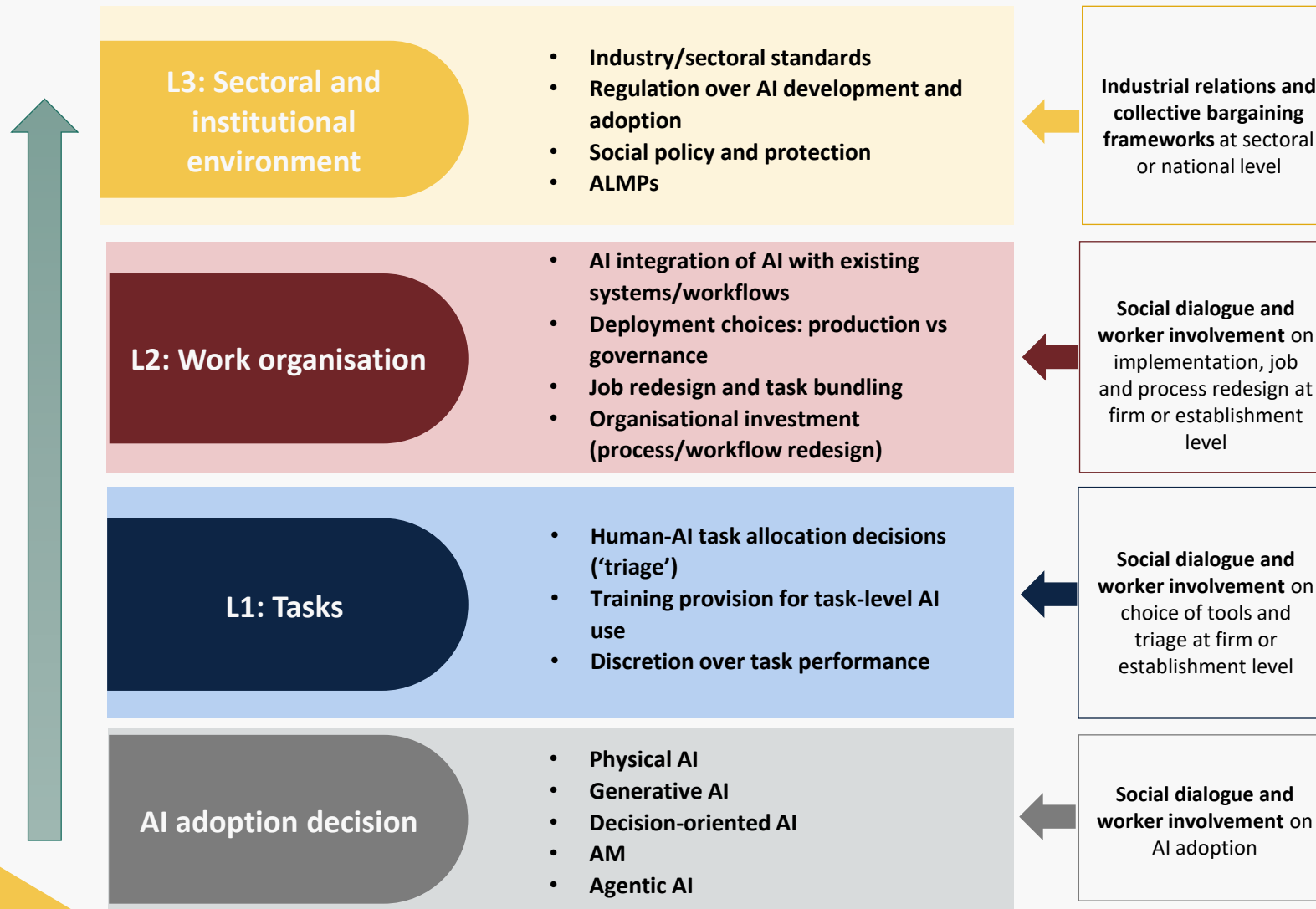
Social dialogue and active negotiation

No invasive tracking, high autonomy

Manageable pacing

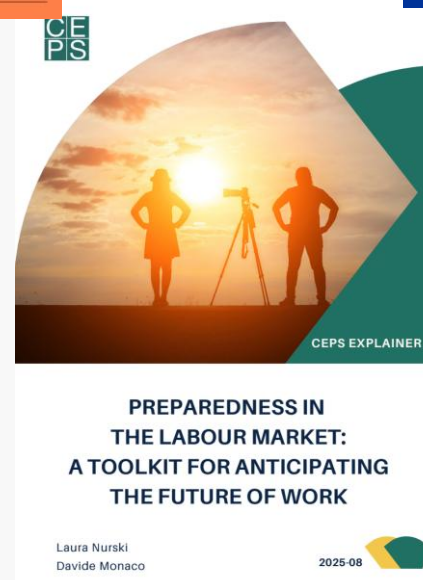
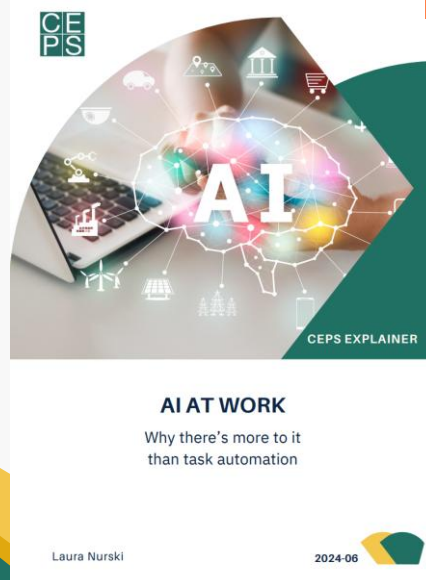
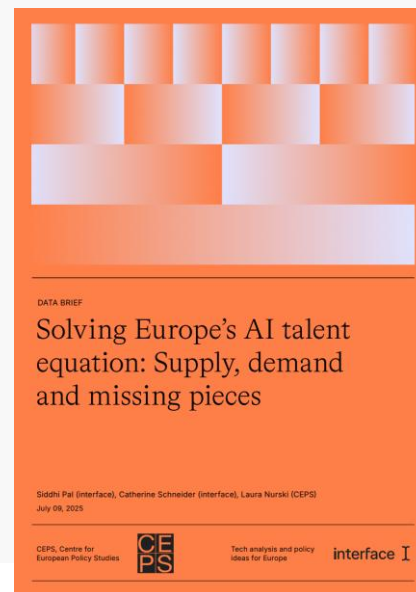
Employee satisfaction and sense of pride

Social dialogue on AI and job quality



Our research on AI and future of work

Links in the
cover
pictures





THANK YOU



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