

# Work and *wellbeing* in the age of AI

A global index on satisfaction, stress and the road ahead



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# Highlights



## Wellbeing at work is critically important for wellbeing in general

There's a strong, measurable link between how people feel at work and how they feel in life. Employees who feel purposeful, supported, and connected in their roles are far more likely to report higher overall life satisfaction. Investing in workplace wellbeing is therefore likely to pay off far beyond the office.



## Workers who use AI more often report greater workplace wellbeing

Workers who engage with AI on a daily basis report higher levels of job satisfaction, happiness, and purpose at work. They are also more likely to believe AI will make work more enjoyable in the future. Interestingly, they are also more likely to express concerns that AI could lead to future unemployment for themselves and their peers, a contradiction that demonstrates the complexity of the culture shift that's in motion.



## Communication about the AI road ahead beats readiness

Most workers feel their companies are not ready for AI. The good news? Our findings show that the things workers want more of, from training to more open communication, also support their wellbeing. While formal AI readiness is important, transparency from leadership matters more. Workers who feel as though their leaders are better able to communicate the goals and strategy of AI integration report higher levels of workplace wellbeing than others. Communication builds trust, and trust drives change.



## This is a rare window to shape how we integrate AI into the workforce

Despite the hype, most people are still not using AI. In fact, almost a third of high-skilled workers have still never used AI. What we can see from those who are using it, however, is that flexibility is key. Workers are interacting with AI across a range of different inputs (both by talking and typing), task types and environments. Our data points to this being a critical moment: AI has the potential to both support and detract from wellbeing, so what businesses choose to do now matters to set the workforce up for success long-term.

# Understanding the relationship between *AI* and *wellbeing*

**Work is changing, and fast.** Generative AI (AI that creates original text, images, or other content) is no longer a future concept, it's already touching the lives of knowledge workers across the world. But while the technology itself is advancing rapidly, the emotional impact of this shift is just beginning to unfold.

AI is not only changing the ways that we work, but reshaping the very fabric of our working lives, challenging how we find meaning, how we connect with colleagues, and how we feel about our roles.

To better understand the emotional side of this transformation, we partnered with the Happiness Research Institute — the world's leading think tank on happiness. Headquartered in Denmark — consistently ranked as one of the happiest countries on earth — they are renowned globally for setting the standard in measuring what truly drives human wellbeing.

Together, we set out to explore how workers are experiencing the rise of AI: not just in terms of productivity, but in terms of purpose, connection, and happiness.

This report draws on responses from over 3,700 knowledge workers across 11 countries. We explore how AI is being used, who is using it, and how that intersects with job satisfaction, purpose, stress and happiness. These are contributing factors to what we define as workplace wellbeing for the purpose of this report.

The data tells a story that's both hopeful and cautionary. And it points to a clear opportunity: companies that approach AI with empathy, transparency, and intention can help their people not just adapt, but thrive.

## WHY JABRA RAN THIS STUDY

At Jabra, we engineer products that are built for work but designed for freedom, because we believe that *how* people feel at work matters just as much as what they *do*. As collaboration shifts from being purely human-to-human to increasingly human-to-AI, we're focused on enabling a new era of intelligent interaction that supports both performance and wellbeing.

In a time of rapid change, we see wellbeing not as a byproduct, but as a design priority. Our professional

audio and video solutions don't just connect people. They capture the signals AI needs to understand context, emotion, and intent. From voice to visuals, we enable more natural, intuitive experiences that reduce friction, enhance focus, and help people feel more connected and in control.

Because, at the core, the AI transformation is a fundamentally cultural shift.

“It’s easy to talk about AI in terms of productivity. But we need to start talking about it in terms of psychology. How it affects identity, motivation, and what people believe their future looks like. The future of work isn’t just technological – it’s emotional. And the choice we make now will determine whether AI becomes a tool for stress or a source of support.”

— Meik Wiking  
CEO of The Happiness Research Institute

#### The study at a glance

**3,736**

Respondents were surveyed  
from 11 countries



Germany (357)



France (318)



Japan (335)



Poland (329)



Italy (363)



Netherlands (320)



India (318)



Australia (315)



Denmark (320)



United Kingdom (360)



United States (428)



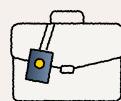
Respondents are broadly representative of knowledge workers across the countries surveyed.



There is an even split of respondents across gender and age groups, with age ranging from 18 to 65 years.



Most respondents hold full-time positions (79%) and are relatively high income, skilled, and educated workers.



Most are primarily in management jobs (43%) but represent a broad range of industries, including Manufacturing, Information, and Health Care and Social Assistance.

Chapter 1:

# Wellbeing at work: What's the *state of play*?



**Work is more than a thing** we do or place we go each day. For those of us who work full-time, it's where we spend the largest portion of our time. It shapes our identity, anchors our routines, and plays a central role in our sense of purpose and belonging. In many ways, it's a cornerstone of our overall wellbeing.

**But today's world of work doesn't exist in a vacuum.**

In the past few years alone, workers have lived through a global pandemic, economic instability, rising inflation, and ongoing geopolitical conflict. These forces have fundamentally reshaped how we work, where we work, and how secure we feel doing it.

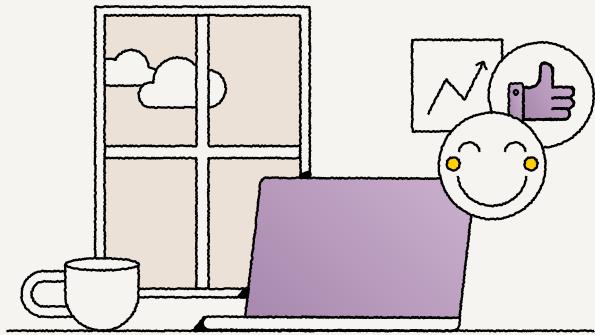
Now, as AI begins to transform the workplace, it's never been more important to understand the emotional and psychological state of today's workforce.

Within this context, we wanted to ask the following question: **what is the state of play when it comes to wellbeing at work?** Are people happy? Satisfied? Stressed?

This section explores how knowledge workers are feeling about their jobs today, what factors most influence their sense of wellbeing, and which aspects of work are helping, or hindering, their happiness, purpose, and stress levels.

Let's dive into the detail:

The good news is that across all demographics, today's workforce is in a great place, with job satisfaction, happiness and purpose reported as being high among many knowledge workers.



**68%** of respondents reported their job satisfaction as high



**71%** of respondents reported a strong sense of purpose at work



**66%** of respondents reported being happy at work



This paints an optimistic picture about the general sentiment across the workforce right now. Yes, we're in a period of transition, and yes, that can be unsettling. But for now, this change doesn't seem to have a negative impact on the experience of work that people have today. Quite the opposite.

That being said, our data did surface a few cautionary signals worth watching out for, especially when it comes to stress. Despite generally high wellbeing, 38% of respondents did report their sense of stress as 7 or higher on a 10-point scale, suggesting that while people may be generally content, they are also feeling stretched.



**38% respondents report high stress levels**

Too much stress is, of course, a bad thing. But our findings suggest that not all stress is created equal.

Workers who report *slightly elevated* stress levels (those who feel stretched but not overwhelmed) actually report higher purpose, greater happiness, and stronger satisfaction at work than those with moderate or neutral stress levels. In these cases, stress may be a proxy for engagement: a sign that workers are invested, motivated, and challenged in ways that feel meaningful.

This nuance is important. It reminds us that the goal isn't to eliminate stress entirely, but to manage it intelligently, so it fuels performance, rather than undermines it.

# Wellbeing at work doesn't just *stay at work*

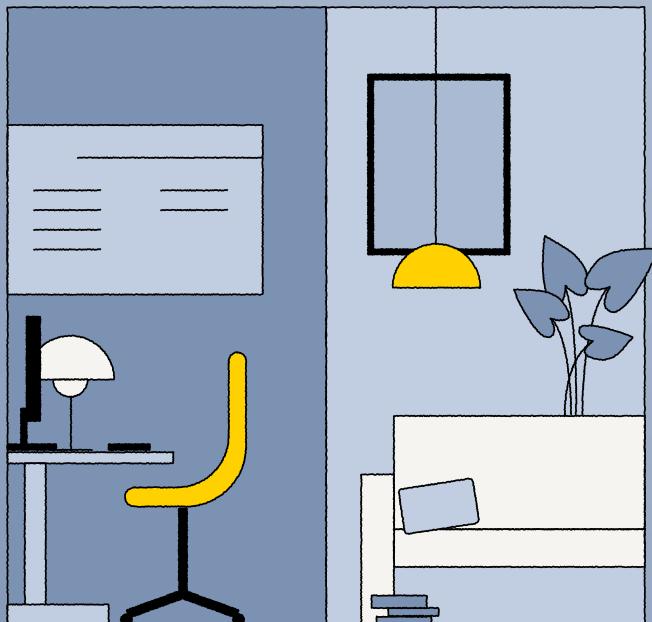
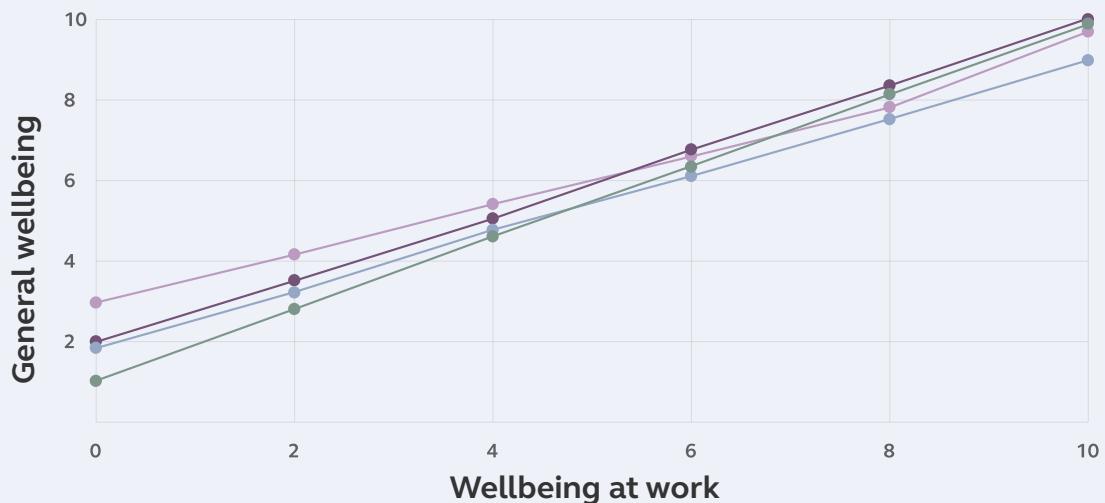
The impact of workplace wellbeing ripples outward. Our data shows that how people feel at work is deeply intertwined with how they feel about life in general. In other words: **workplace wellbeing is a strong predictor of overall life happiness.**

Workers who are satisfied with their jobs are **4.5 times more likely** to be satisfied with their lives.

**Two-thirds** of those with high job satisfaction also report high life satisfaction.

**A sense of purpose and happiness at work strongly correlates with meaning and happiness in life**

● Satisfaction   ● Stress  
● Happiness   ● Meaning and Purpose

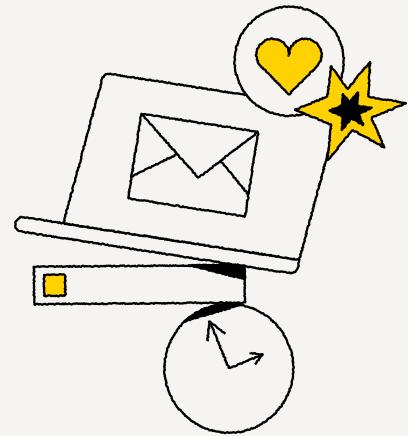


“Work is more than just what we do – it’s where part of our lives happens. And as our research shows, *how people feel at work deeply shapes how they feel about life*. Wellbeing at work doesn’t stay at work.”

— Meik Wiking  
CEO of The Happiness Research Institute

# So what makes work *feel good?*

When we looked at what drives positive workplace experiences, two factors rose to the top:



1

## How interesting we find our job:

About 2 in 3 (64%) agree or strongly agree that their job is interesting. Workers who find their jobs interesting report average job satisfaction of 7.0 out of 10 while those who do not report average job satisfaction of 3.8.

2

## How much we feel we achieve goals at work:

About 2 in 3 (67%) agree or strongly agree that they feel able to achieve goals at work. Workers who are able to achieve goals at work report average job satisfaction of 6.2 out of 10 while those who do not report average job satisfaction of 3.7.

**Those who find their job interesting and are able to achieve their goals are almost twice as likely to be satisfied at work**



These were consistently the strongest contributors to job satisfaction across industries. Importantly, these results suggest that wellbeing at work is most affected by how fulfilling or purposeful the work feels, rather than perks or promotions.

Interestingly, even the more challenging aspects of work, such as influencing company decisions or learning something new, were linked to higher levels of stress **and** satisfaction. These findings suggest that

some of the things that stretch us are also the things that grow us.

It is worth noting here that our survey respondents are knowledge workers, many of whom are from higher income functions with at least some degree of flexibility baked into their roles, which may skew results. Other types of more 'blue collar' workers may answer very differently when asked about the impact of aspects like flexibility or compensation.

# What *doesn't* impact wellbeing?

When we think about what makes work fulfilling, certain assumptions come up time and again: seniority, status, influence, autonomy. But the data tells a more nuanced story.

Our findings show that some commonly assumed drivers of wellbeing actually seem to be less important for workplace wellbeing than we might expect; at least when it comes to how satisfied, purposeful, or happy people feel at work.

For example, the ability to influence company policy decisions, which is often equated with leadership status or having a 'seat at the table' had surprisingly little effect on reported job satisfaction, purpose, or happiness. Likewise, flexibility around start and finish times did not show a strong link to increased wellbeing. Even opportunities for advancement, which are frequently seen as a cornerstone of motivation, matter less than other drivers, like interesting work and goal achievement.

## So what can we make of this?

It doesn't mean those things don't matter. They might support other outcomes, like retention, performance, or ambition. But when it comes to how people actually feel at work each day, it's the more personal and immediate experiences that matter most, at least amongst the knowledge workers surveyed for this study.



# What the *happiest* workers reveal

Can the most satisfied workers teach us anything else about wellbeing in the workplace?

When we compared the most and least satisfied employees in our sample, a clear pattern emerged. **The happiest workers consistently scored higher on all drivers of workplace wellbeing.** For example, they found their job 33% more interesting than the least satisfied workers, highlighting the power of engagement and meaningful work. They also reported lower levels of stress across most workplace experiences.

# 33%

**The happiest workers found their job 33% more interesting than unhappy workers**

## Conclusion

### Small shifts, big impact

This snapshot of worker wellbeing and the workplace factors that shape it makes one thing clear: the environment in which people work profoundly affects how they feel, both professionally and personally.

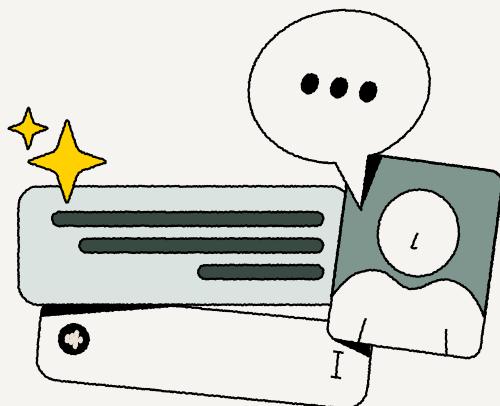
Organizations have the power to shape that environment. By enhancing what's working and addressing what isn't, they can cultivate more meaningful, satisfying, and sustainable experiences of work.

**The good news?** The most effective changes don't require an overhaul. Whether it's giving people the chance to learn, helping them set and achieve goals, or making jobs more engaging, even small cultural and structural shifts can foster more fulfilled, resilient, and happy employees.

The question now isn't whether to invest in wellbeing. It's how. And how soon.

# *Generative AI adoption at work: Early days, mixed emotions*

Before we can understand how AI affects wellbeing, we need to understand how it's being used. This section offers a snapshot of Generative AI adoption in the workplace today: who's using it, how often, and what they think about it. The data reveals a fascinating mix of optimism and concern, with usage patterns that vary by role, income, and parental status. The big takeaway? Despite the hype, adoption is still in its infancy.



“We’re witnessing the beginning of an AI era at work – and like all beginnings, it’s full of mixed emotions. There’s curiosity, hope, and excitement, but also caution, uncertainty, and a healthy dose of skepticism.”

— Meik Wiking  
CEO of The Happiness Research Institute

## A pulse check on progress

In our previous research at the end of last year, we saw early signs of this disconnect: high awareness, low usage, and a growing divide between AI “haves” and “have nots”. While 91% of workers were aware of tools like ChatGPT, only 28% were using it and just 8–14% said they found such tools truly beneficial for their work.

Usage was driven bottom-up, with Gen Z and Millennials adopting AI at nearly double the rate of older generations. But in the absence of clear deployment strategies, exploration happened in silos. Confidence was high but structure was lacking, and many were still waiting to feel the impact. So, what's changed since then?

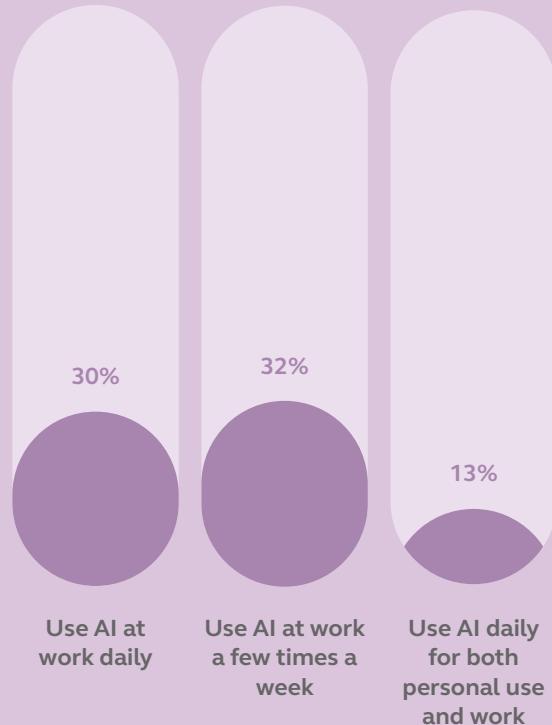
# A surprisingly slow start

Awareness of AI is high, but usage remains relatively low. Among workers who use AI at work, only 30% use it frequently; that is at least once a day. A larger group, around 32%, use it a few times a week. And when we zoom in on those who use AI both in their personal lives and at work every day, the number shrinks to just 13%.

That's not to say AI hasn't entered the workplace, it has. But in most cases, it's dipping a toe in rather than making a splash.

So, how are people feeling about this slow but steady shift?

## AI adoption is still low



# How workers feel about AI: Hopeful, but cautious

Despite relatively low adoption, worker sentiment about AI skews positive. Many believe AI will improve not only their own work experience, but also that of their colleagues, and even the workforce more broadly.

Approximately 40 - 45% of workers think AI will make work more enjoyable or much more enjoyable for themselves. The same percent think AI will make work more enjoyable for the workforce at large. Only 10 - 15% think it will make work less enjoyable.

## AI will make work more enjoyable for myself



## AI will make work more enjoyable for the entire workforce



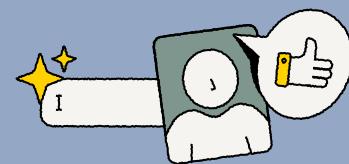
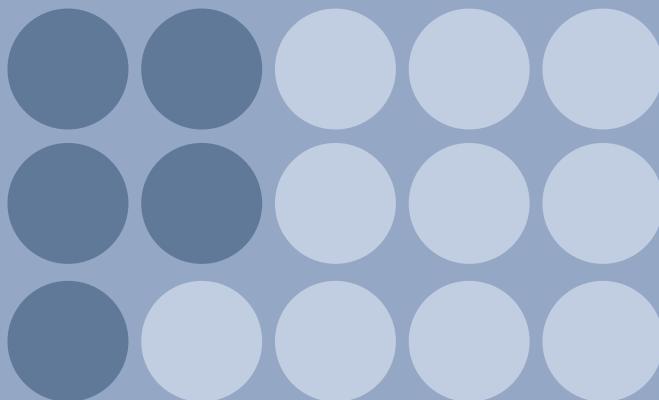
## AI will make work less enjoyable



When we compare frequent and infrequent AI users, two very different outlooks on the future of work emerge.

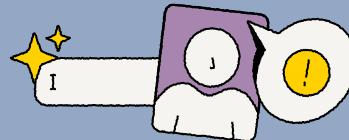
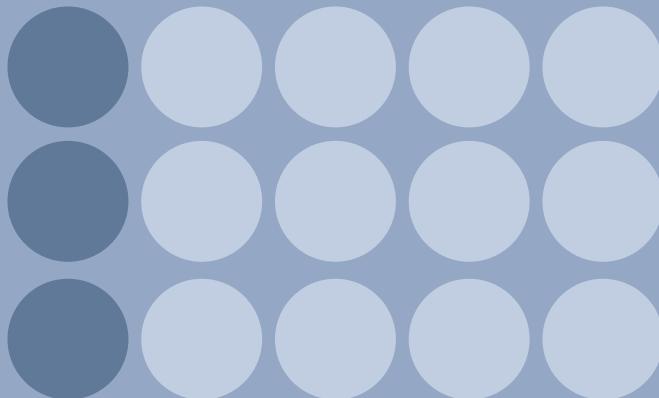
**Frequent users**, those who engage with AI at least once a day, tend to view the technology through a lens of both opportunity and risk. They believe AI will make work much more enjoyable, even if they're more acutely aware of the risks. In fact, despite their optimism, about a third of daily users express concern that AI could lead to unemployment for themselves or their peers.

**Infrequent users**, on the other hand, are generally more skeptical. Fewer than half believe AI will make work more enjoyable, and the infrequent users feel there's little external pressure or expectation to adopt it. Yet paradoxically, they're also less worried about being replaced. Only **20%** of these workers believe AI poses a serious risk to job security in the broader workforce.



## 1 in 3

daily users express concern that AI could lead to unemployment for themselves or their peers.



## 1 in 5

infrequent users believe AI poses a serious risk to job security in the broader workforce.

This split paints a compelling picture: the more workers engage with AI, the more they see both its potential and its pitfalls. Light users remain disengaged; less excited, but also less concerned.

When we asked workers to describe how they feel about AI in a single word, the responses painted a vivid

emotional landscape, ranging from *excited*, *curious*, and *hopeful* to *anxious*, *wary*, and *uncertain*.

The message is clear: people are intrigued by AI, but they're watching closely to see how organizations will choose to implement it.

# What is one word that best represents how you feel about AI?

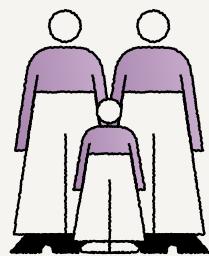
Know Helpful      Easier      Don      Interesting  
Excited      Unsure      Scared      Artificial  
Useful      Scared      Artificial      Positive  
Innovative      Good      Makes      Worried  
Intelligence      Great      Like      Concerned  
Like      Think      Feel      Think      Technology  
Interested      Worried      Helpful      Optimistic

Solutions      Efficiency      Security      Love      Company      Service      Learn      Potential  
Improved      Familiar      Away      Software      Education      Trust      Something  
Going      Speeds      Wary      Ways      Strange      None      Different      Growing      Also  
Uncomfortable      Gemini      Revolutionary      Afraid      Just      Processing      Unique      Inspired      Humanity  
Stupid      Answers      Humans      Frightening      Aware      Decisions      Neutral  
Based      Skeptical      Now      Understand      Sure      Complicated      Need  
Care      Faster      Making      Awful      Made      Informative      Beneficial      Daily      Intriguing      People  
Efficient      Shape      Anxiety      Helping      Intelligent      Innovations      Happy      Innovation  
Using      Tech      Speed      Surprised      Modern      Best      Confusing      Relaxed  
Uses      Perfect      Ideas      Mind      Believe      Days      Chat      Careful      Okay      Make      Sketchy  
Terrifying      Everyone      Important      Everyone      Change      Generated      Worry      Nothing      Say  
Thankful      Day



# Who's using AI, and who's not?

If just over half of knowledge workers have started using AI at work, and only a fraction are doing so regularly, what separates adopters from non-adopters?



Our data points to four key differentiators:

## Occupation:

Frequent AI users are most commonly found in the technology roles, where digital tools and data-heavy tasks are part of the everyday workflow.



Information technology



Management of companies and enterprises



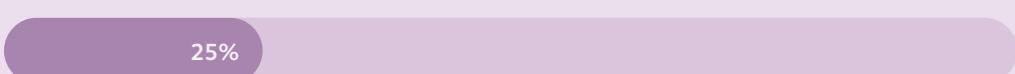
Real estate, rental and leasing



Arts, entertainment, and recreation



Finance and insurance

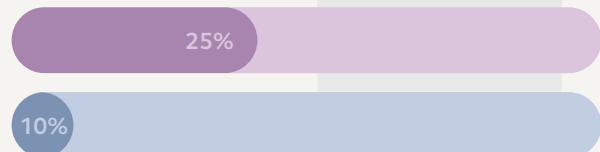


Professional, scientific, and technical service

## Skill level:

Frequent users tend to work in roles requiring advanced or specialized expertise.

- Use AI frequently
- High skill workers
- Use AI frequently
- Low skill workers



## Income much higher than average



## Income slightly higher than average



## Below average income

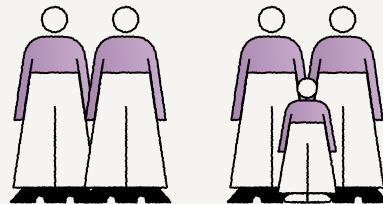


## Income:

Higher earners are more likely to be frequent users, suggesting that access and confidence may correlate with socioeconomic status. 49% of workers who say their income is much higher than average use AI often, as do 27% of those who rate their income as slightly above average. Less than 20% of workers with below average or much below average income use AI often.

## Parental status:

One of the most striking differences is between parents and non-parents. **63% of frequent AI users are parents**, compared to just 41% among those who don't have children. This suggests that AI use may be driven by those who are most time-poor.



Other attributes, including age, gender, and nationality are not significantly related to how often employees incorporate AI into their work.

## JABRA PERSPECTIVE

### When it comes to how we engage with AI, flexibility is key.

As generative AI becomes more integrated into everyday workflows, the ways people engage with it are becoming more diverse and context dependent.

Our research shows that nearly two thirds of AI users speak to their tools at least some of the time, reflecting a shift toward more natural and flexible modes of interaction. Many respondents report using both text and speech to interact with AI. Interacting with AI by speech is especially common in transportation or public settings. This points to

a broader trend toward multimodal interaction, where voice, text, and other inputs coexist to support seamless access to AI throughout the day.

The need for intuitive, adaptable interfaces is growing, and so is the importance of infrastructure that can support this flexibility. As we enter a new phase of work, the focus is no longer just on what AI can do, but on how naturally and effectively people can engage with it in real world settings.

# AI use and *wellbeing* at work



**While few workers are currently** using AI, there is little doubt that we are on the brink of a revolution of AI integration in the workplace. That means we are at a critical time to assess and determine if and to what extent AI can support rather than undermine workers' wellbeing.

So, if we look at those who use AI today at work, does it seem to be making their work more or less satisfying, enjoyable, purposeful, or stressful? This is a key question that may give us a glimpse into the future of work.

In this section, we dig into the relationship between AI usage and key indicators of wellbeing including job satisfaction, purpose, and stress, to uncover whether there is a relationship between how we use AI and how we feel at work.

“AI is not just a systems upgrade. It’s a shift in how people experience their work. And how we manage that shift will define our culture for years to come.” — **Meik Wiking**  
CEO of The Happiness Research Institute

# Frequent AI use is linked to *higher wellbeing*



Interestingly, our data shows that using AI is linked to wellbeing. Workers who use AI at least once a day are **37% more likely to be satisfied with their jobs than those who don't** with their jobs and report a stronger sense of purpose at work than those who never use it, a sizeable and statistically meaningful difference.

When we group workers by usage frequency, a clear pattern emerges. Frequent AI users (those who use AI daily) consistently score higher on nearly every workplace wellbeing driver. They report stronger goal achievement (78% of frequent AI users vs.

63% of infrequent AI users), more opportunities for advancement (70% of frequent AI users vs. 38% of infrequent AI users), and a greater sense of learning and development (79% of frequent AI users vs. 56% of infrequent AI users) than those who use AI just once a week or less.

**37%**  
higher job satisfaction  
reported by employees who  
use AI at least once a day

## Workplace wellbeing by AI usage frequency

■ Infrequent AI users ■ Frequent AI users

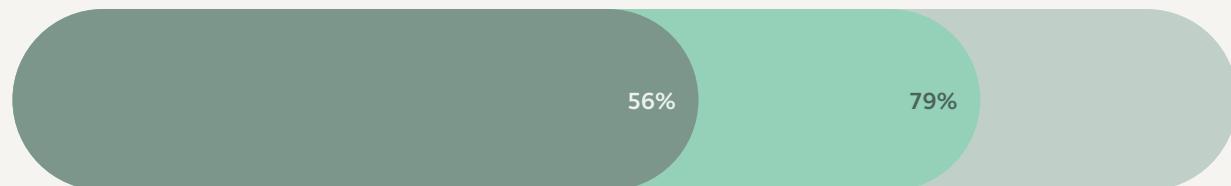
I am achieving my goals at work



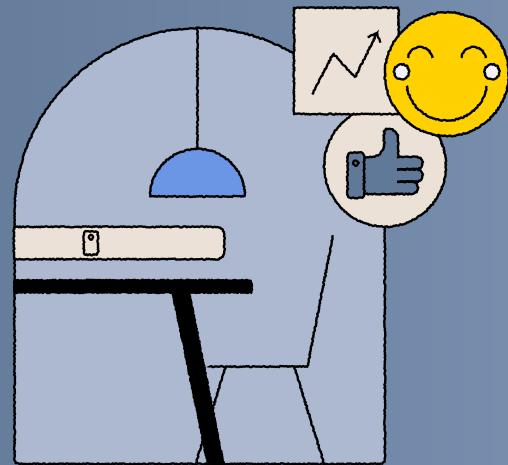
My opportunities for advancement are good



I often learn something at work



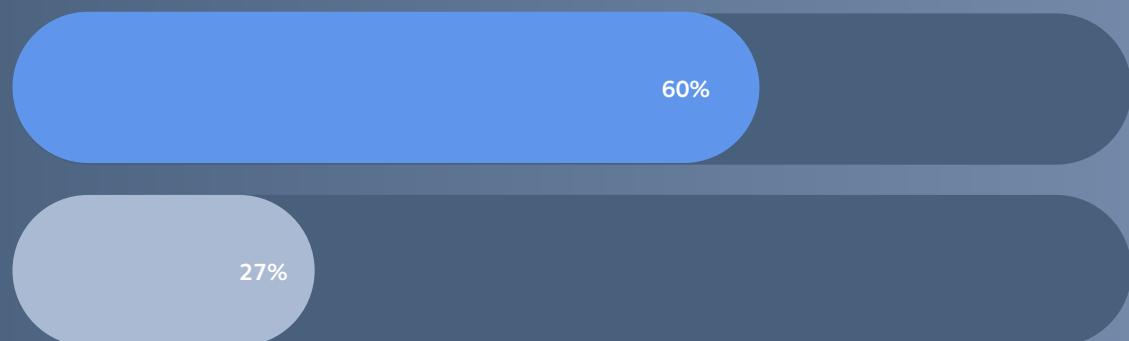
Similarly, compared with workers who don't use AI regularly, frequent AI users are more optimistic about their future job satisfaction (60% vs. 27%), and more confident that their work will remain enjoyable (44% vs. 23%) and fulfilling (45% vs. 24%).



## Frequent AI users vs. infrequent AI users

■ Frequent AI users ■ Infrequent AI users

### Future job satisfaction



### Work will remain enjoyable



### Work will remain fulfilling



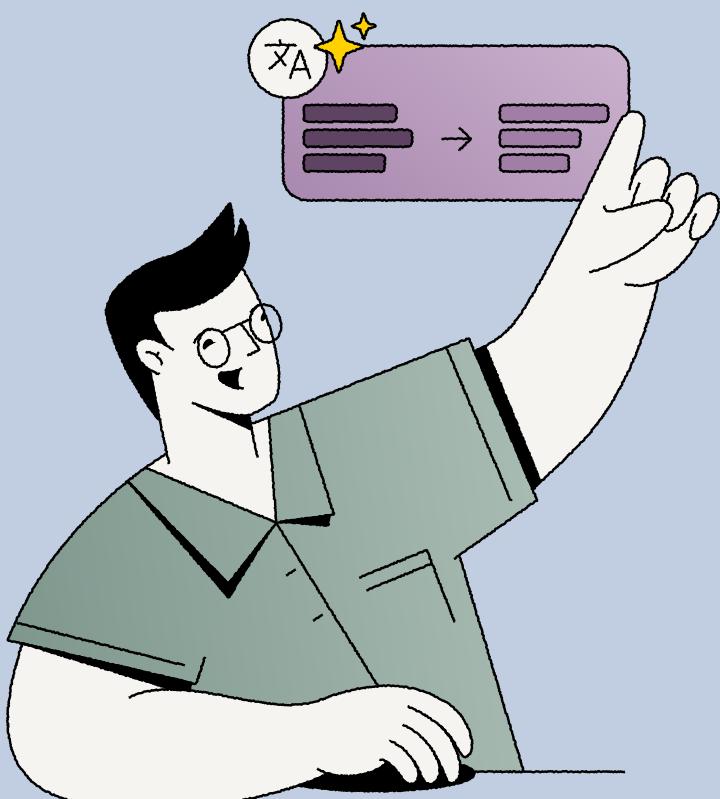
# The power and potential of using AI to collaborate

**One of the most interesting findings? Using AI to support collaboration nourishes wellbeing.**

Workers who use AI to collaborate with colleagues and not just to automate or simplify tedious tasks, report greater wellbeing across the board.

By reducing administrative load, surfacing insights in real time, and streamlining communication, AI may be able to create more space for people to connect, reflect, and build relationships at work.

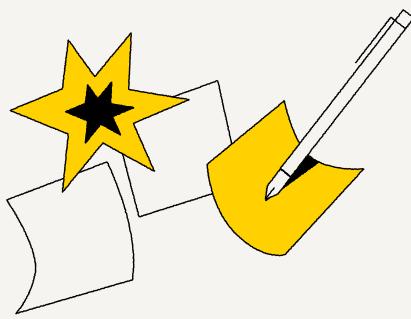
We rarely discuss the ways that AI will bolster better collaboration, but that's where some of its most transformative potential may lie.



Using AI to better collaborate with colleagues could be anything from facilitating more intelligent meetings, real-time translations and automatic note-taking to co-authoring documents, summarizing discussions, and surfacing relevant insights in the moment.

As AI enables more intelligent work (and in particular, intelligent meetings) we are already seeing how it can potentially drive greater clarity, focus and connection. By removing the burden of cognitive load and streamlining routine tasks, AI may be able to free people to spend more time on meaningful, creative and strategic teamwork. Skeptics are right that AI will change the way we collaborate forever. But that change just might be for the better.

## But not all effects are positive



That said, AI isn't a magic bullet for happiness.

Frequent users also reported higher levels of stress (stress levels among frequent users were 6.0 on average compared to 5.0 for infrequent users), which could be driven by the pressure to master new tools, craft the “right” prompts, and continuously adapt to evolving systems. Some of this strain may also come from the added mental load of reviewing and interpreting AI-generated outputs. Workers not only have to use these tools but also stay vigilant, double-checking results and making judgment calls more frequently.

This doesn't necessarily mean AI is making people more stressed, but it could point to a potential need for additional support.

In many cases, this stress may even reflect healthy engagement, a kind of purposeful tension that comes with doing meaningful work. But left unmanaged, it can be problematic.

Organizations need to balance empowerment with enablement: giving people access to AI while also ensuring they have the skills, support, and psychological safety to use it confidently.

**20%** increased stress levels among frequent AI users

“AI can help us spend more time on what makes work meaningful: thinking creatively, solving problems, and connecting with others. But only if we center our strategy around the human experience.”

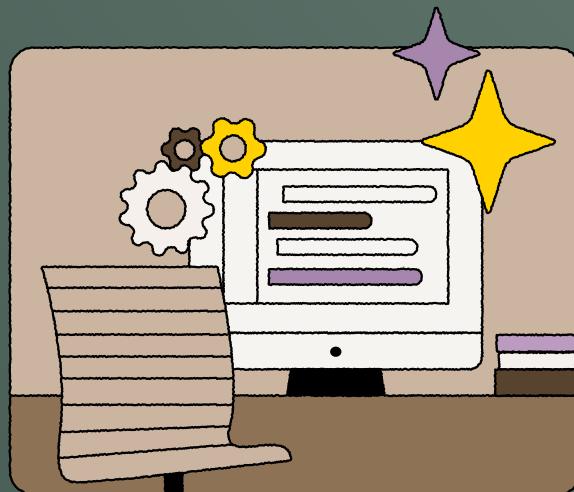
— **Meik Wiking**  
CEO of The Happiness Research Institute

# Business *readiness* for the AI transformation

**If AI is the future of work, are companies ready for it?** In this chapter, we explore how knowledge workers perceive business readiness for the AI era. The findings offer a sobering reality check but also point to clear areas where organizations can act with confidence and care.

# 30%

of respondents said that their company has taken no measures to prepare for AI integration.



## Are companies walking the talk?

According to the workers we surveyed, most organizations aren't quite there yet.

Almost 1/3 of respondents (30%) said their company has taken no measures at all to prepare for AI integration.

This is largely to be expected: AI implementation has so far been relatively siloed, experimental and often deployed from a position of FOMO rather than clear strategy. But that doesn't mean businesses shouldn't be communicating as they figure things out. For employees navigating this shift, silence can be more unsettling than skepticism.

### Here's what's really interesting:

Workers who feel as though their leaders are better able to communicate the goals and strategy of AI integration report higher levels of workplace wellbeing than others. In fact, where employees reported poor communication from leadership, aspects of wellbeing such as optimism, trust and purpose all dropped.

In other words, people don't expect perfection. But they do value transparency.

Organizations that keep employees in the loop, about what's coming, why it matters, and how they'll be supported, are already boosting morale and earning trust. And clear communication is a critical foundation for wellbeing during change.

# How readiness varies across demographics

While most companies are still early in their AI journey, some are further along than others. Across countries, company size, and industries, we found notable differences in how prepared workers believe their organizations are:

**India** leads globally, with the highest worker-reported readiness, strongest leadership communication, and greatest responsiveness to employee wellbeing.

**Mid-size companies** (100 - 1000 employees) hit the sweet spot for perceived preparedness, offering the agility of startups with the resources of larger enterprises.

**Small businesses** (under 50 employees) scored lowest on readiness, likely due to limited capacity or expertise.

## How prepared is your company to integrate AI?

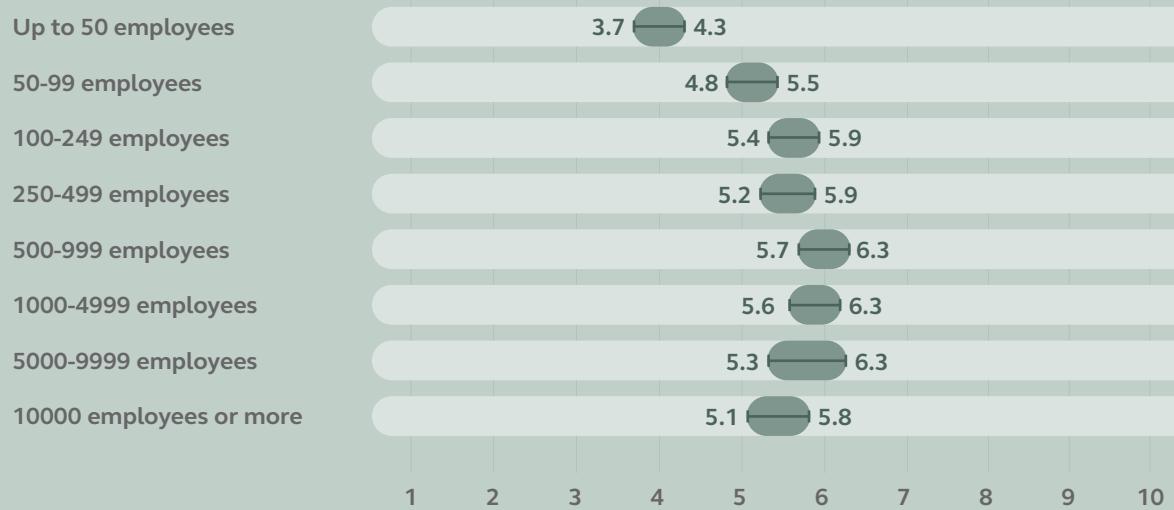
### Geography



## How prepared is your company to integrate AI?

1 = Not at all ... 10 = Completely

### Company size



That being said, it is important to note that across the board, including those rated as the best - worker ratings hover around the midpoint of the scale. Despite being rated as the most ready, all companies still have a lot of room for improvement.

# Workers know what they need

We didn't just ask workers how ready their companies were, we asked what would help them feel more supported.

The answer was loud and clear.

Nearly half (**44%**) said technical training on AI tools and systems is the most urgent need to ensure a successful transition. Another **38%** pointed to upskilling and reskilling opportunities as critical to ensuring AI supports, not sidelines, their wellbeing.

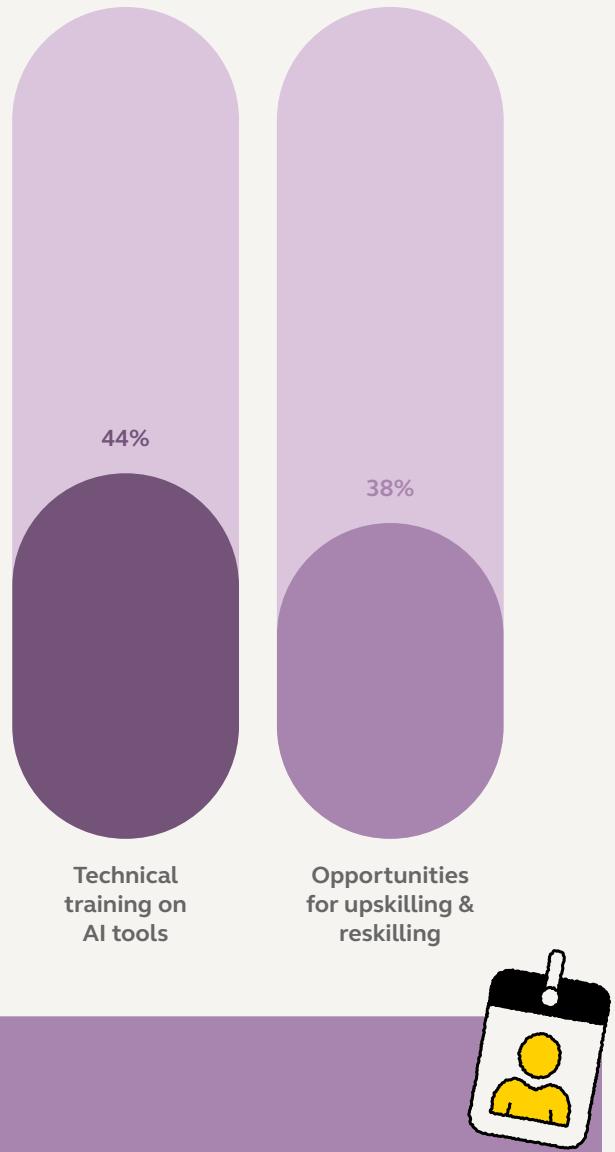
A close third? AI literacy and awareness programs, designed to help people understand what AI is, what it isn't, and how to use it confidently in their day-to-day tasks.

And this makes sense.

In earlier chapters, we saw that frequent AI users report higher stress, potentially because they're navigating new tools without much structured support. When organizations fail to provide guidance, workers are left to figure it out alone, which can lead to uncertainty, inefficiency, and emotional strain.

It is therefore not only important to ensure employees have access to AI but also enable and empower them to use AI effectively to improve their experience of work.

**What kind of support is most needed to ensure a successful Generative AI transition?**



## Key takeaway

While only a minority of companies have taken tangible steps to prepare their workforce for AI, most workers aren't asking for perfection.

What they want is clarity. Communication. Commitment to learning. And above all, leadership that sees AI not just as a technical shift, but as a cultural one.

The companies that get this right will have a head start, not just in tech adoption, but in building cultures of trust, adaptability, and wellbeing.

And those who wait? They risk more than falling behind on innovation. They risk losing the confidence and engagement of the people expected to drive it.

# What does *effective* AI change management look like?

**By now, one thing is clear:** the AI transition is well underway, but the human response to that change is still unfolding. And that gives companies a powerful and important window of opportunity.

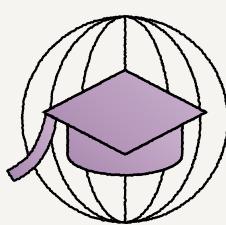
Because AI adoption is still in its formative phase, organizations have a rare window to shape its rollout intentionally. To decide not just how AI gets implemented, but how it feels to the people who will use it. We now have a unique opportunity before AI use becomes ubiquitous to shape its rollout and impact on the global workforce.

Will it be empowering? Disorienting? Inspiring?

That depends on how well companies manage change, not just through systems and policies, but through empathy, structure, and support.

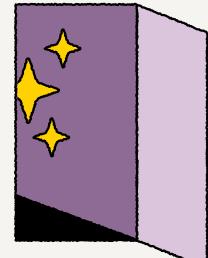
Drawing from the data in this report, we've identified four key levers for making the AI transition work for people:

1



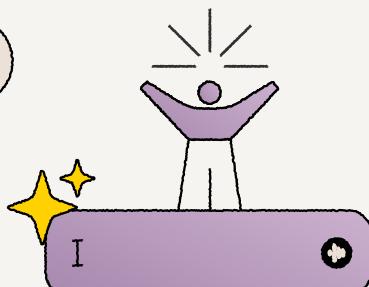
Education

2



Exposure

3

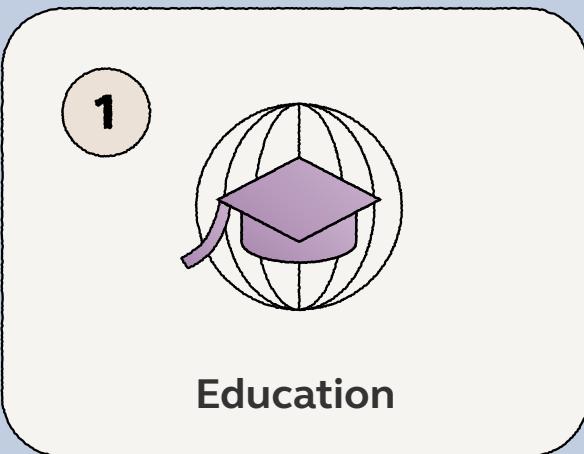


Encouragement

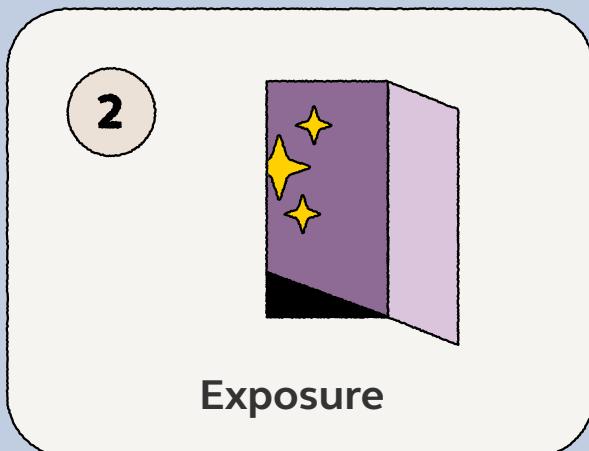
4



Communication



## Education



## Exposure

# Start with the basics, build toward confidence

### **The call from employees is clear: they want to learn.**

From technical training to AI literacy programs to upskilling and reskilling opportunities, workers across industries believe they are missing key training to master the AI transition.

And they're not asking to become AI experts overnight.

What they want is context, clarity, and instruction. They want to move from passive exposure to education and with that, to confident application.

Companies that invest in structured, company-directed learning, whether through workshops, courses, or guided playbooks, will not only build capability, but also trust, engagement, and resilience.

It really is a win-win... if companies step up with learning programs to support the transition.

# Get people using AI as a matter of urgency

### **Learning is one thing. Exposure is another.**

AI is new territory for many employees. And like any unfamiliar terrain, it comes with fear, resistance, and curiosity in equal measure.

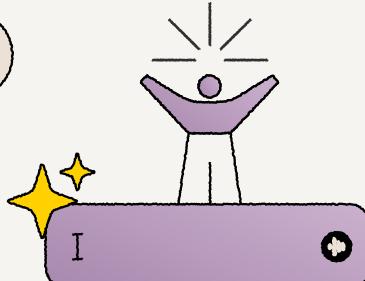
That's why hands-on, low-pressure exposure matters so much.

Giving employees space to explore AI on their own terms before making it mandatory can dramatically shift perception. It moves AI from something being enforced to something they are co-creating.

Our data shows that workers who choose to use AI voluntarily have a more optimistic outlook on the future of work than those who are mandated to use it.

Organizations can accelerate this by embedding AI into everyday tools, offering "sandbox" environments to experiment, and creating peer-to-peer forums for sharing use cases and tips.

The more AI feels approachable, self-driven and useful, the more likely it is to stick.



3

### Encouragement



4

### Communication

## Don't just automate. Encourage exploration.

The clearest signal in our data is this: people who use AI at work report higher levels of wellbeing. Frequent users are more likely to feel happy, purposeful, and optimistic about the future of work.

This effect is consistent across job roles, industries, and regions. It suggests that AI, when adopted meaningfully, can enhance people's day-to-day work experience, not just by saving time, but by unlocking more engaging, fulfilling ways of working.

While we also saw a modest boost among those using AI for collaborative tasks, the broader takeaway is more powerful: AI use in general is associated with higher wellbeing. It's a reminder that technology adoption isn't just a productivity play. It can be a lever for improving how people feel at work.

## Say more, sooner, and with honesty

Finally, and perhaps most importantly, leaders need to talk about AI: early, openly, and often.

Time and again, we've seen that it's not just what companies do that affects wellbeing, but how they talk about it. Employees who receive clear communication from leadership about the purpose and goals of AI integration report significantly higher satisfaction and lower stress than those who don't.

Good communication is specific, consistent, and two-way. It doesn't just explain the tech; it explains the vision. It answers not just what's changing, but why it matters, how it will help, and what support is available.

And, perhaps most importantly, it creates space for questions, concerns, and dialogue.

# The human blueprint for AI change

Sometimes in the middle of big change it's helpful to go back to the basics of what we know works. And the AI shift is no different, because while technology is changing, people aren't.

This means that the fundamental principles of good change management still apply: communicate clearly, involve early, support consistently, and lead with empathy. So, while there's no perfect roadmap for AI adoption, there is a pattern emerging.

The companies best positioned to thrive in this moment are the ones that recognize AI as more than a technology shift. They see it as a culture shift, and they manage it accordingly.

That starts by empowering employees with the right tools. Not just a license, but the full ecosystem: intelligent hardware, smart meeting spaces, thoughtful training, ongoing communication, and systems designed to help people use AI with clarity and confidence.

They invest in learning. They promote exploration. They build collaboration into new workflows. And they communicate like it's mission-critical... because it is.

When these elements come together, something powerful happens. Employees don't just survive the change. They shape it. They feel equipped, included, and excited. And as a result, organizations reap the dual rewards of productivity and wellbeing.

Ultimately: wellbeing isn't a side effect of good AI implementation. It's the litmus test.

Organizations that make AI adoption a human-centered process stand to gain not just in productivity, but in loyalty, creativity, and long-term resilience.



## Find out more

If you have any questions about Jabra products, please contact your Jabra representative or visit: [jabra.com](http://jabra.com)

## Who we are

At Jabra, we engineer for those who care more about ‘knowing the best’ than following the ‘crowd’. We engineer to bring you technology you can trust, wherever and however you work. Whether you’re taking meetings on the move, running conference calls from the office, or catching up from the couch – we engineer for every version of you, so you’re free to work your way.

**Jabra. Technology for life’s new rhythm.**

