

From automation to transition: how GenAI changes work while keeping people central

Deskilling and upskilling arrive together. GenAI simplifies routine tasks, while workers need stronger judgement, AI literacy and transition pathways. The strongest organisations will be those that redesign work, not just deploy tools.

1 Automation simplifies tasks



Routine, repetitive and codifiable work becomes faster or easier.

19.95% of EU enterprises used AI technologies in 2025
AI use: **55%** of large enterprises · **17%** of small enterprises

Source: Eurostat

2 Roles begin to shift



Workers move from producing routine outputs towards reviewing, validating, deciding and improving.

1 in 4 workers worldwide is in an occupation with some degree of GenAI exposure

Source: ILO-NASK, 2025

3 Skills rise in value



AI literacy, digital confidence, domain judgement, communication and accountability become core capabilities.

60% of EU citizens aged 16–74 had at least basic digital skills in 2025
EU Digital Decade target: **80%** by 2030

Source: Eurostat

4 Transition pathways create mobility



Workers need routes from current tasks to adjacent roles with lower exposure to routine automation.



"Transition pathways matter."

5 Shared responsibility shapes outcomes



Employers redesign work, educators update learning, policymakers support workers and SMEs.



Article 4 of the EU AI Act requires providers and deployers to take measures to ensure a sufficient level of AI literacy for staff and other people dealing with AI systems on their behalf.

EU AI Act, Article 4

"Redesign work, not just deploy tools."

What changes most



AI literacy



Digital confidence



Domain judgement



Communication & accountability

"People stay central in the GenAI transition."



From automation to transition: the goal is not only efficiency, but mobility, capability and human-centred adoption.



Sources: Eurostat (2025); ILO-NASK (2025); EU AI Act, Article 4.