



Key Strategic Recommendations and Emerging Tensions

**The Future of Human Workforce
Challenges, Challenges, and Opportun-
ities**

**Collaborative Reflection and Future
Roadmap on the Future of
Workforce Challenges (WP13)**



What is a roadmap?

The roadmap emerged from:

- comparative research,
- surveys,
- focus groups,
- expert roundtables,
- ethical panels,
- public discussions,
- participatory workshops,
- and stakeholder validation across Europe.

Rather than presenting isolated recommendations, the roadmap seeks to identify the major structural dimensions shaping the future of workforce transformation across Europe.

Recommendations

WP1 State of the Art Report

- Improve labor and educational policies for an inclusive transition, aligned with digital and green economy needs.
- Promote public-private collaboration to co-design training programs, especially in sectors undergoing automation.
- Enforce gender equality labour policies, monitoring frameworks for equality outcomes.

WP3 Blueprint of Tomorrow Survey

- Promote digital and AI literacy.
- Expand inclusive workforce policies (e.g. age and gender).
- Develop strategies for supporting hybrid work and promoting work-life balance.
- Encourage green transition readiness through facilitating environmental and sustainability training.
- Enhance job security (upskilling; reskilling; social protection policies).
- Adapt labour laws, develop social safety nets and promote social dialogue, engaging governments, employers and workers.

WP4 Focus Group Discussions

- Reform education to align with market needs (e.g. embedding digital, green and transversal skills into core curricula).
- Invest in vocational training (VET).
- Continuous learning programs to incentivize continuous upskilling.



Recommendations

WP5 International Conference

- Address structural inequalities→ targeted inclusion policies (e.g. gender, migration, skills, age).
- Strengthen labour protections in non-standard work→ regulate platform work, ensure fair income and social protection.
- Adopt human-centred AI governance→ transparency, accountability, human oversight.
- Invest in lifelong learning ecosystems→ accessible, flexible, and continuous upskilling.
- Support fair labour market integration of migrants→ prevent exploitation and reduce segmentation.
- Promote human-centred organisational models→ well-being, workload regulation, sustainable work. Align economic transformation with social cohesion→ balance efficiency, innovation, and inclusion.



WP6 Expert Roundtable

- Strengthen AI literacy and critical thinking in all levels of education and workers training.
- Promote inclusive employment practices, responsible human resources management practices and ensure gender equality.
- Address psychosocial risks and develop supportive healthy work environments.
- Prioritise policies that reduce labour market segmentation instead of relying on excessive legislative flexibility in employment contracts.

WP9 Ethical Panels Report

- Develop specific AI workplace practices and policies.
- Invest massively in public AI literacy.
- Establish internal ethics committees or internal mechanism.
- Ensure an evolving regulatory framework to tackle timely the growing autonomy of AI.



Recommendations

WP10 Policy Hackathon

- Mandatory workforce impact assessments for AI.
- Create target resilling funds prioritizing workers most exposed to automation; EU-wide right to disconnect, including enforcement and penalties; and portable social benefits for platform workers.

WP11 Public Discussion on Equality

- **Mainstream equality and non-discrimination into technology design**, ensuring that digital and AI systems do not reproduce existing structural inequalities.
- **Ensure equal access to skills and lifelong learning** by addressing structural barriers linked to time poverty, unpaid care responsibilities, and unequal opportunities.
- **Strengthen workforce resilience by tackling gendered labour market inequalities**, including pay gaps and the unequal distribution of unpaid care and domestic work.
- **Advance sustainable equality through organisational cultural change**, complementing legal and policy frameworks with transformed norms, practices, and power relations.



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Recommendations

Emerging Cross-Cutting Tensions

Key tensions identified during the stakeholder dialogue

- Flexibility vs. Stability
- AI Efficiency vs. Human Creativity
- Lifelong Learning vs. Institutional Rigidity
- Wellbeing vs. Hyper-Acceleration
- Human-Centred vs. Nature-Centred Transition
- Innovation vs. Social Protection

Main reflection

The future workforce debate is not only about technological adaptation, but about how societies balance transformation, wellbeing, ethics and sustainability.



Flexibility and Stability Must Coexist

Stakeholder reflection

Participants highlighted that future workers are increasingly expected to:

- continuously adapt,
- reskill,
- navigate uncertain careers,
- and remain flexible.

At the same time, workers still require:

- stable incomes,
- social protection,
- predictable working conditions,
- and psychological security.

Strategic implication

Future labour systems must combine:

- adaptability and flexibility with
- dignity, stability and decent work.

The future workforce cannot be built on permanent uncertainty disguised as flexibility.



Recommendations

AI and the Future of Human Creativity

Emerging concern

AI is increasingly influencing:

- creativity,
- problem-solving,
- learning,
- and cognitive processes.

Participants warned that:

- educational systems may unintentionally weaken critical thinking,
- AI is often used due to overload, time pressure and fragmentation.

Strategic implication

AI governance should protect:

- human creativity,
- critical thinking,
- cognitive autonomy,
- meaningful intellectual engagement.

Recommendation

Develop ethical AI frameworks in education and organisations that preserve human-centred learning and creativity.

Lifelong Learning as a Structural Necessity

Main insight

Lifelong learning is no longer an “additional benefit”. It is becoming:

- a structural condition for employability,
- workforce resilience,
- and social inclusion.

Stakeholder reflections included:

- flexible learning pathways,
- interdisciplinarity,
- micro-credentials,
- continuous upskilling and reskilling.

Strategic implication

Education systems should become:

- flexible,
- modular,
- interdisciplinary,
- accessible throughout the life-course.



Recommendations

Institutional Rigidity and Public Sector Challenges

Key discussion points

Participants highlighted:

- rigid educational structures,
- bureaucratic systems,
- formalism in public administration,
- difficulties attracting younger generations.

Challenges identified

- outdated accreditation models;
- profession-centred systems;
- lack of participation and innovation;
- weak sense of meaning and belonging in public-sector work.

Strategic implication

Public institutions and educational systems must:

- become more adaptive,
- reduce excessive bureaucracy,
- support participation and innovation,
- reconnect work with purpose and social value.

Wellbeing, Sustainability and Systemic Transformation

Final reflections

The discussions emphasized that:

- wellbeing must become structural, not symbolic;
- organisational sustainability cannot rely only on efficiency;
- technological transformation must remain socially and ethically grounded.

Future priorities

- psychosocial wellbeing,
- ethical AI governance,
- meaningful work,
- ecological responsibility,
- inclusive organisational cultures.



TRANSFORM FUTURE WORKFORCE ROADMAP

Building inclusive, human-centred and sustainable futures of work

A cross-cutting roadmap to guide action across education, labour markets, organisations, public administration and governance.

OUR GUIDING PRINCIPLES



Human dignity
& well-being



Equity &
inclusion



Sustainability &
ecological responsibility



Transparency &
accountability



Lifelong learning
& adaptability



CROSS-CUTTING ENABLERS



Social dialogue
Engage governments, employers, workers and civil society.



Targeted investment
Reskilling funds for workers most exposed to automation and structural change.



Data & monitoring
Strengthen data systems and monitor equality and inclusion outcomes.



Ethics & rights
Uphold human rights, privacy, fairness and ethical responsibility.



Governance & coordination
Coherent governance across sectors and levels of government.



OUR TARGET OUTCOME

A future workforce that is inclusive, innovative, resilient and sustainable – placing people and the planet at the centre of economic progress.

FOUNDATIONAL TENSIONS WE MUST BALANCE



Flexibility vs. Stability



AI Efficiency vs. Human Creativity



Lifelong Learning vs. Institutional Rigidity



Wellbeing vs. Hyper-Acceleration



Human-Centred vs. Nature-Centred Transition



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Inclusive and Sustainable Workforce Transformation

The roadmap ultimately argues that the future workforce debate is no longer solely about technological innovation or economic productivity. Increasingly, it concerns how societies preserve dignity, inclusion, wellbeing, creativity and democratic participation within rapidly transforming technological and organisational systems.

The challenge is therefore not only adapting workers to change, but transforming institutions capable of supporting more sustainable, inclusive and human-centred futures of work.

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TRANSFORM Project

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