Bridging the GENERATIONAL AI GAP

Unlocking Productivity for All Generations

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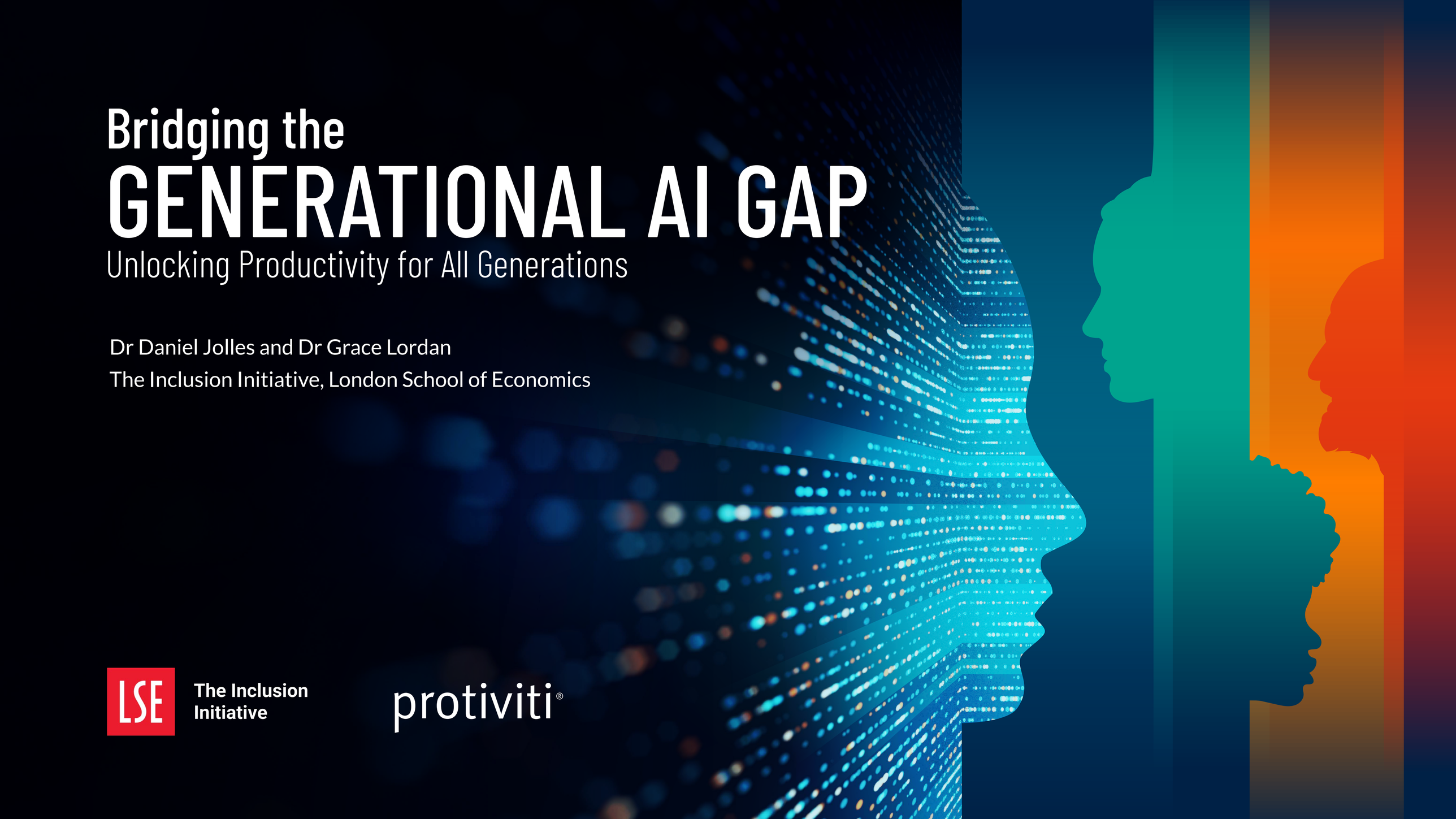

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INTRODUCTION

As artificial intelligence (AI) transforms the workplace, leaders are being challenged to increase productivity across a multigenerational workforce with varying technological needs, behaviours, experiences and attitudes. However, fully capitalising on AI's potential hinges on developing new work habits, skills and behaviours across all age groups of employees, ensuring that each generation can effectively integrate AI tools into its daily work. Despite the emerging impacts of AI tools and the promise of transformational gains in productivity and efficiencies, there currently are limited practical insights into how employees across generations and organisations are actually using these tools and the productivity benefits being realised.

The *GENERATIONS HUB* at The Inclusion Initiative (TII) at the London School of Economics (LSE) was launched in January 2024. Since then, our reports, *GENERATIONS: Unlocking the productivity potential of a multigenerational workforce* and *When GENERATIONS meet: The productivity potential of multigenerational meetings*, have highlighted the opportunity for intergenerational diversity and inclusion to unlock the productivity potential of each generation. At this moment when AI is becoming an increasingly dominant presence in the workplace, understanding how different generations of employees are engaging with these tools has become a priority to ensure organisations are able to adapt their workforce quickly to deliver on AI's productivity potential.

This report, *Bridging the Generational AI Gap: Unlocking Productivity for All Generations*, marks the second annual report sponsored by Protiviti in this multiyear research effort by The Inclusion Initiative (TII). Since its launch, this initiative has helped leaders unlock the productivity potential of multigenerational teams. This report extends that impact by equipping leaders to leverage and navigate better employee use of AI across the workforce.

Generationally diverse teams working on AI initiatives consistently outperform less-diverse ones, underscoring the value of inclusive innovation.

'Our research debunks the myth that AI is just a young person's game. With the right training and incentives, employees of any generation can become AI power users and significantly boost their productivity. The real issue is a lack of support—too many employees, young and old, aren't getting the AI skills training they need to thrive in their roles.'

Dr Grace Lordan
Founding Director of The Inclusion Initiative

For Protiviti, the sponsorship with The Inclusion Initiative (TII) is strongly aligned with a commitment to enable the full potential of our clients' most important asset, their people. For The Inclusion Initiative (TII) at LSE, our work at the *GENERATIONS HUB* builds on a commitment to bringing together teaching, research and practice to build more inclusive work environments.

This report highlights the importance of harnessing the productivity potential of generations at the point at which the workforce is in the early stages of undergoing a seismic shift due to AI. More than 78% of organisations are investing in generative AI technologies for their employees.[1] Yet it is estimated that up to 42% of these AI initiatives are abandoned before reaching their intended purpose.[2] This presents a dual challenge for leaders: first, to understand how employees across generations are using AI tools to drive real, measurable productivity gains; and second, to ensure the teams leading AI initiatives are equipped with the skills needed for success.

*'**Protiviti's 2025 Executive Perspectives on Top Risks Survey** revealed that AI and talent-related risks, including the availability of labour and skills to leverage emerging technologies, are among the top ten challenges for executives. This research highlights that productivity gains can be made by investing in AI skills training across generations. Creating multigenerational AI teams is more likely to drive increased employee commitment, achieve organisational gains and mitigate these risks.'*

Matt Duncan
Managing Director, Protiviti

'As AI begins to reshape the workplace, this study reveals that productivity gains are not bound by age but by access to training and motivation to adopt AI tools. Generationally diverse teams working on AI initiatives consistently outperform less diverse ones, underscoring the value of inclusive innovation. To unlock AI's full potential, leaders must invest in tailored upskilling and equitable participation across all generations.'

Fran Maxwell
Global Leader of People & Change, Protiviti

[1] Maslej, N., Fattorini, L., Perrault, R., Gil, Y., Parli, V., Kariuki, N., Capstick, E., Reuel, A., Brynjolfsson, E., Etchemendy, J. and Ligett, K. (2025). Artificial intelligence index report 2025.
[2] Wilkinson, L. (2025). *AI project failure rates are on the rise: report.* CIO Dive. Available at: www.ciodive.com/news/AI-project-fail-data-SPGlobal/742590/.

As has been well-documented, AI is central to the future of work because it provides the opportunity to automate routine tasks, improve decision making, and boost productivity across a variety of job roles. Ideally, AI will give employees more freedom to focus on higher-value work that is collaborative, creative, and innovative. An ageing global workforce means that the future of work currently being shaped by AI will see a lower percentage of younger talent in the pipeline and longer working lives. This means leaders must drive inclusive AI adoption and innovation across a workforce that is becoming more generationally diverse. Leveraging this generational diversity effectively will be key to building inclusive, future-ready teams and ensuring AI adoption is equitable and impactful. In this report, we provide actionable steps for leaders to realise this aim.

All readers of this report are invited to become involved with future *GENERATIONS HUB* research. Find details of how to take part in our *GENERATIONS Global Annual Survey* and at the end of the report.

EXECUTIVE SUMMARY

As organisations seek to harness the productivity of AI across their workforces, leaders face the dual challenge of understanding how employees can best use AI tools to drive real productivity gains, while also ensuring the teams leading their AI initiatives are positioned to be successful. Meeting this challenge requires changes in employee habits and behaviours, from upskilling and training to everyday collaboration, so that AI tools are embraced effectively across all generations of workers.

Our research reveals that while generational gaps in AI adoption, training and participation are evidenced, there is little gap in the productivity benefits achieved by employees of different generations once AI is adopted. Further, AI teams that are more generationally diverse outperform those with less diversity.

This report shows that bridging AI generational divides through targeted, practical interventions such as tailored AI skills training, peer learning networks and well-designed incentives can be effective in encouraging AI adoption and productivity across all generations.

Report highlights include:

There are generational gaps in AI adoption, training and participation in AI initiatives

- 70% of employees are using AI in their jobs. Gen Z leads with 82% adoption, while only 52% of Baby Boomers report AI use.
- More than one-third of employees are involved in AI initiatives as part of their job, but this participation is generationally uneven as well. 47% of Gen Z employees report working on AI development, compared to approximately 30% of older generations (Gen X and Baby Boomers).
- Younger employees are more likely to have received AI skills training in the past 12 months (45% of Gen Z employees vs. 25% of Baby Boomers).
- Employees who receive AI training are very likely to adopt AI in their job, regardless of generation. Specifically, 93% of employees with training use AI in their roles, compared to 57% of those without training. This training gap helps explain generational differences in AI adoption.

Productivity benefits of AI are associated with training more than with generation

- Employees using AI report saving an average of 7.5 hours per week (20% of their time, or $18k per employee per year).[3]
- Nearly two-thirds of employees (68%) have received no AI skills training in the past 12 months.
- Those that have received AI training within the past 12 months have achieved twice the productivity benefits (saving 28% of their time, 11 hours per week vs. 14%, 5 hours per week).
- Those with recent AI skills training report greater personal motivation to use AI and are more likely to believe that AI improves decision making in their role. These elements far outweigh generation in their importance to AI productivity benefits.

[3] Based on the salary reported by each respondent as part of their participation in the survey.

Generational diversity is linked to better performance of AI teams

- Employees spend around one-third of their time (34%) working on AI initiatives.
- AI initiatives that are driven by teams with high generational diversity are more productive. 77% of high-generational-diversity teams are reported productive vs. 66% of low-generational-diversity teams.
- Employees involved in AI initiatives report higher levels of organisational commitment and belonging, particularly Millennials and Gen X.

Trust in AI remains a barrier, regardless of adoption

- Less than half of employees who have adopted AI (49%) trust AI-driven decisions; this trust level is just 20% among non-adopters.
- To increase trust in the accuracy and reliability of AI, employees want greater human oversight for critical decisions, clearer explanation of how AI systems are making decisions, transparency around error rates, and data protection assurances.

How leaders can drive wider AI adoption

- Beyond skills training, employees believe adoption would increase with better workflow integration, alignment between AI job use and financial incentives, and visible success among peers, as well as workshops tailored to their job role that highlight use cases.
- Half of employees who are not currently working on AI initiatives (49%) want to be involved and would dedicate around a third of their time if given the opportunity.
- Those already working on AI initiatives want to increase the proportion of effort dedicated to these initiatives, from an average of 34% (current) to 44% (desired).

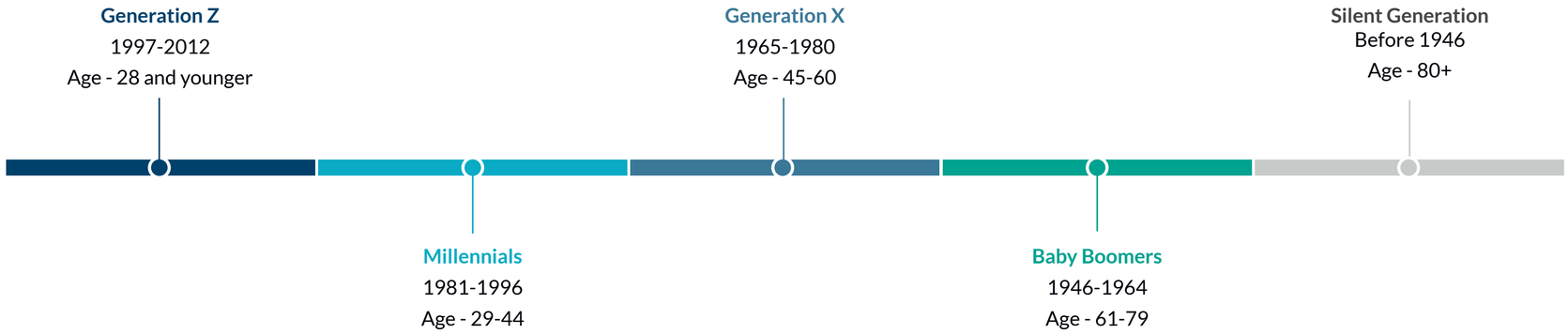
77% of high-generational-diversity teams are reported productive vs. 66% of low-generational-diversity teams.

Approach

Generations Defined: Generation Z are those born between 1997 and 2012, Millennials are those born between 1981 and 1996, Generation X are those born between 1965 and 1980, and Baby Boomers are those born between 1946 and 1964. Those born before 1946 are known as the Silent Generation.[4,5]

To understand AI use and productivity according to employees, The Inclusion Initiative (TII) at LSE gathered data from 2,794 professional employees and 240 executives globally. This gave us more than 3,000 responses from across the generations from which to better understand AI use.

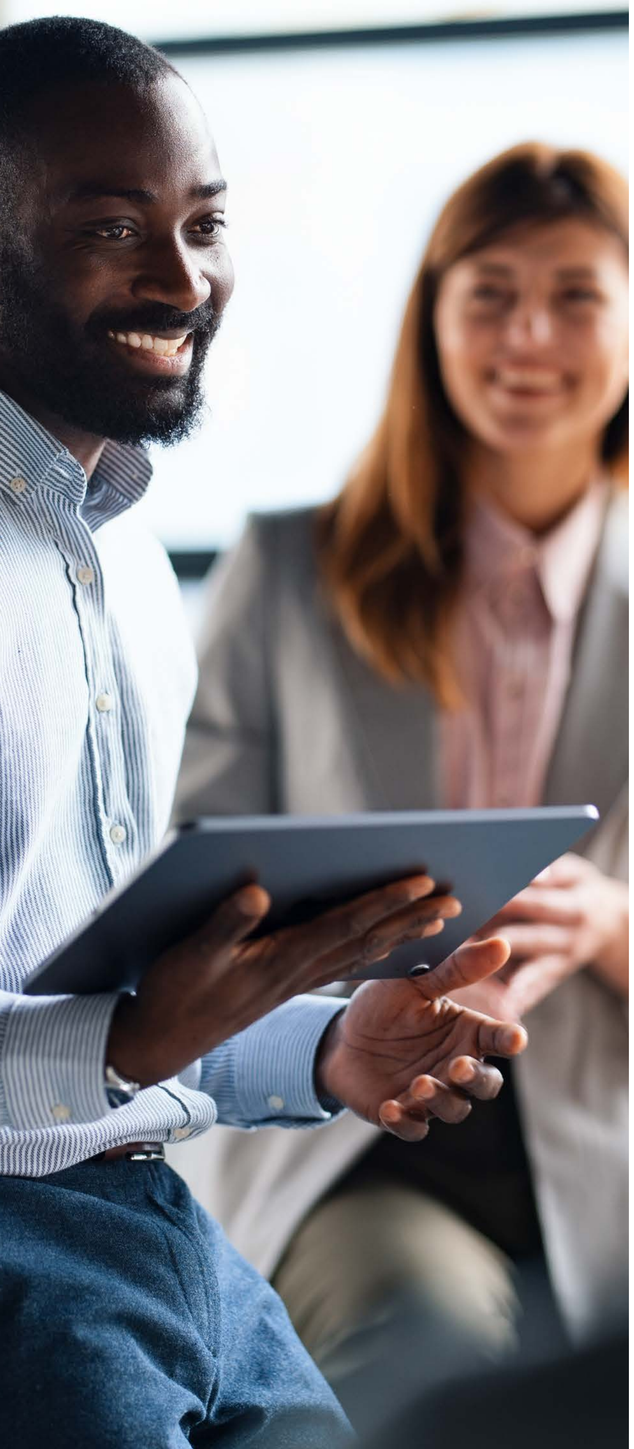
Throughout this report, we use regression analysis to understand better how generation and other factors relate to the likelihood of adopting AI, gaining AI productivity benefits, and working on AI initiatives, while controlling for relevant factors.[6] We also examine how the generational diversity of AI initiatives relates to perceived team productivity.



[4] There is no official taxonomy of generation start and end dates, however these dates have shaped popular understanding and originate with the Pew Research Center, a US Think Tank. See more at www.pewresearch.org/short-reads/2019/01/17/where-millennials-end-and-generation-z-begins/

[5] Data was collected in 2025; at the time of collection Generation Z was aged 28 or under, Millennials aged 29 to 44, Generation X aged 45 to 60, Baby Boomers aged 61 to 79, and the Silent Generation aged 80+.

[6] Complete analysis can be found in the Appendix. In our regression analysis we controlled for factors including employee gender, country of birth (same or different to country of residence), organisation size, employee role, type of organisation, employee education, country, and sector.



DEMOGRAPHICS

240 executives

2,794 professional employees

30 countries

35% US **34%** UK **14%** ITALY **7%** GERMANY **10%** OTHERS

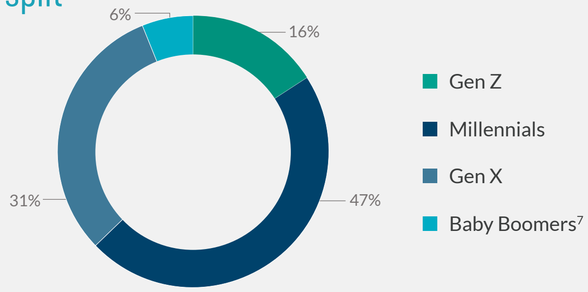
Employees using AI in their job role

70% AI adopters

Employees working on AI initiatives

38%

Generation split



Firm size

28% <250 employees

32% 250 to 2,500 employees

22% 2,501 to 10,000 employees

18% 10,000 or more employees

09 years (average) with organisation

12 years (average) in occupation

33% non-manager

67% manager

[7] We collected three responses from employees belonging to the Silent Generation (aged 80+). Due to the small number of responses, these have been excluded from the generations analysis.

SECTION 1

AI USAGE DIFFERENCES ACROSS GENERATIONS

Employee use of AI tools

Leaders are watching AI reshape how their people work in real time. Already, AI has become embedded in the way employees perform their daily roles. Yet, many leaders are uncertain about exactly how their people are using AI technologies and where they are achieving the greatest impact.

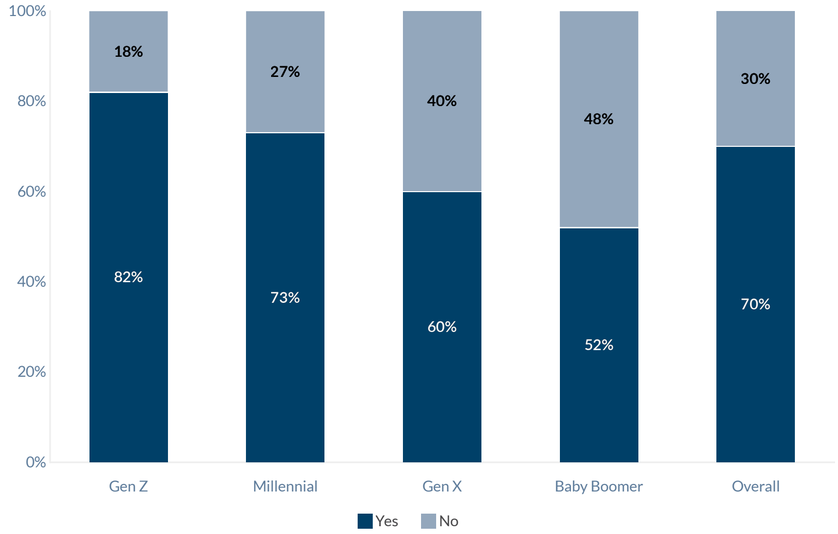
Examining the state of AI adoption by employees of each generation in their job roles, it is immediately clear that younger generations are more likely to be using AI than their older counterparts (see Figure 1).[8] Overall, 70% of employees report using AI in their job, but Gen Z employees are most likely to report using AI (82%) and Baby Boomers least likely (52%).

The most common tasks for which AI is being used are consistent across generations, with writing and content creation the leading use case (Figure 2). Communication and collaboration are other widespread applications, followed by data analysis and visualisation. At the same time, the use of AI for more complex job tasks such as project management, IT development, market research, and creative design remains limited.

[8] Employees were asked to respond either yes or no to the question, *"Are you using Artificial Intelligence (AI), including generative AI, in your job role? This could be using technologies such as ChatGPT, Microsoft Copilot, Google Gemini or other AI tools to help you complete tasks, undertake research, design, or manage your time and personal well-being at work."*

Overall, 70% of employees report using AI in their job, but Gen Z employees are most likely to report using AI (82%) and Baby Boomers least likely (52%).

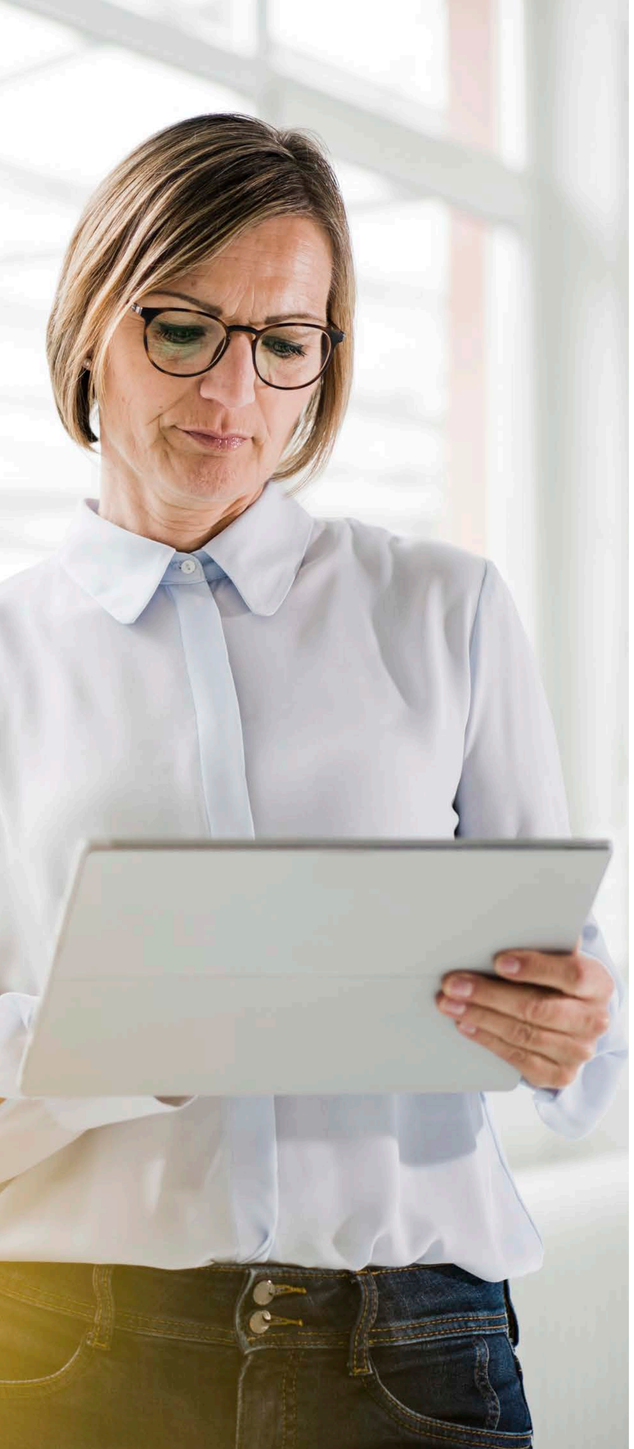
Figure 1: Proportion of employees who have adopted AI in their job by generation



What is AI adoption? Is an employee using AI in their job role? We asked employees several questions about their use of AI at work. An employee who has 'adopted AI' is defined as using AI technologies such as ChatGPT, Microsoft Copilot, Google Gemini or other AI tools to help them complete work tasks, undertake research or design, or manage time and/or personal well-being at work.

Figure 2: Proportion of employees using AI for common task categories by generation

	Gen Z	Millennials	Gen X	Baby Boomers	Overall
1	Writing and Content Creation - 54%	Writing and Content Creation - 46%	Writing and Content Creation - 37%	Writing and Content Creation - 27%	Writing and Content Creation - 43%
2	Communication and Collaboration - 41%	Communication and Collaboration - 36%	Communication and Collaboration - 29%	Communication and Collaboration - 22%	Communication and Collaboration - 34%
3	Data Analysis and Visualisation - 37%	Data Analysis and Visualisation - 28%	Data Analysis and Visualisation -21%	Data Analysis and Visualisation - 15%	Data Analysis and Visualisation - 27%
4	IT Development and Programming - 28%	Learning and Development - 24%	Learning and Development - 17%	Learning and Development - 14%	Learning and Development - 22%
5	Learning and Development - 27%	IT Development and Programming - 22%	Project Management and Organisation - 16%	Project Management and Organisation - 14%	Project Management and Organisation - 21%



Employees working on AI initiatives

For today's leaders, understanding how employees use AI in their roles is a starting point. Many leaders are also focused on how rising investment in AI initiatives is reshaping how employees spend their time and what they work on.

More than one-third of employees (38%) report being involved in the building, creation, sales, training or promotion of AI technologies as part of their job role.[9] However, the level of time spent working on AI technologies varies greatly, with the average employee reporting anywhere from 10% to 60% of their time being utilised for AI projects.

> ***What does it mean to be working on AI initiatives?*** Is an employee involved in building, selling, training or promoting AI technologies as part of their job role? We asked employees several questions about their work on AI-specific initiatives, including the type of involvement they had and the time spent working on AI initiatives. An employee working on AI initiatives is defined as being involved in AI technology activities, either for application within the organisation or as a supplier of AI products or services to other organisations.

The results indicate that younger generations of workers are more likely than older generations to be involved with AI initiatives (Figure 3). Specifically, nearly half of Gen Z employees (47%) report working on the development of AI technologies, compared to less than one-third of Gen X and Baby Boomers (30% and 31% respectively).[10] Once working on AI initiatives, Gen Z employees spend the most time allocated to AI projects (40%), with little difference observed between Millennials, Gen X, and Baby Boomers in their proportion of time spent (Figure 4).[11]

Figure 3: Proportion of employees involved in AI initiatives

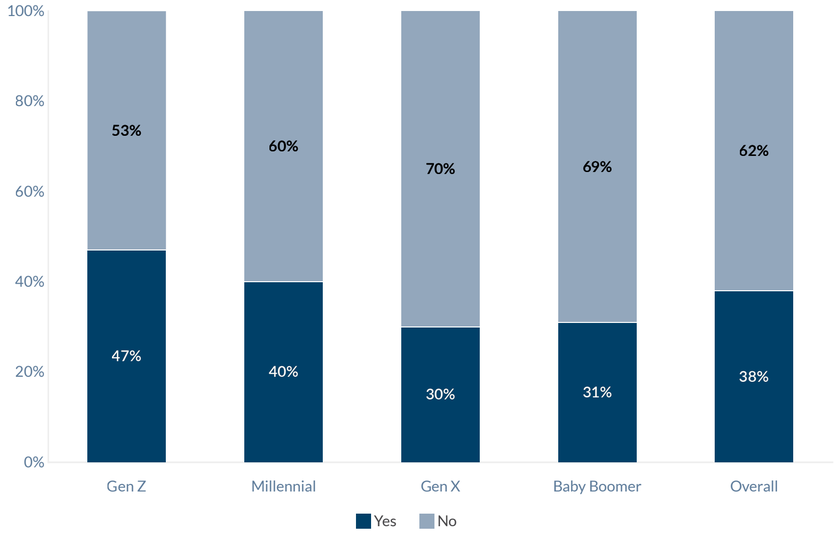
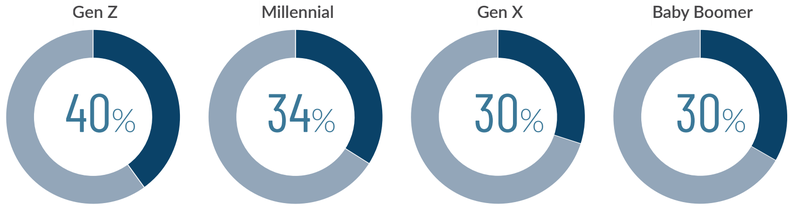


Figure 4: Proportion of time (%) spent working on AI



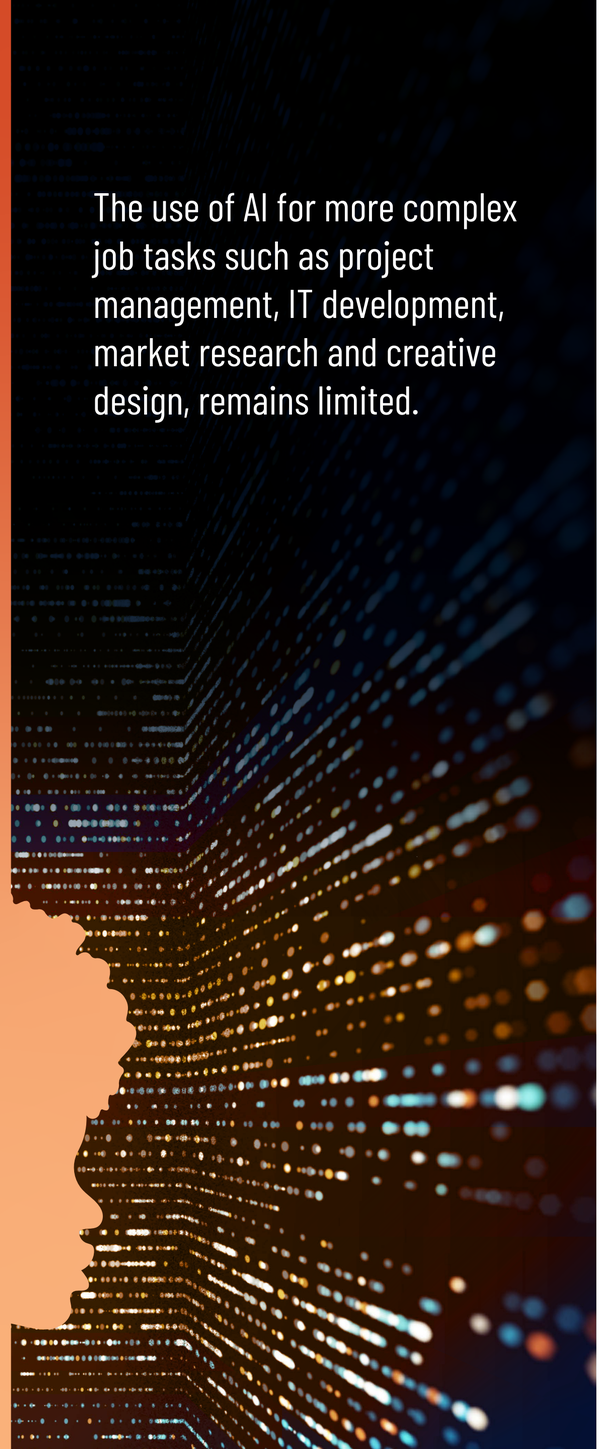
Note: The overall proportion of time spent working on AI among all respondents is 34%.

[9] Employees were asked to respond either yes or no to the question, *"Are you involved in the building, creation, sales, training, or promotion of AI technologies, including generative AI, in your job role? This could be for application within the organisation or as a supplier of AI products or services to other organisations."*

[10] We performed a regression analysis to understand the likelihood of employees of each generation being involved in the building, creation, sales, training, or promotion of AI technologies. We controlled for relevant factors including gender, country of birth (foreign born), company size, management level, organisation type (e.g., private/not for profit), sector, education level, and country. Details of the analysis are available in Appendix.

[11] Millennial employees (34%) report more time working on AI initiatives than Gen X (30%) and Baby Boomers (30%) on average, however these reported differences are not statistically significant.

The use of AI for more complex job tasks such as project management, IT development, market research and creative design, remains limited.



The most common focus of these activities is data science and machine learning (16%), training and development (16%), AI strategy and leadership (13%), user experience and product support (11%), AI project management (11%), and data infrastructure and engineering (10%), as shown in Figure 5.

Figure 5: Type of involvement in AI initiatives by proportion of employees by generation

	Gen Z	Millennials	Gen X	Baby Boomers	Overall
1	Data Science and Machine Learning Development (incl. data collection, model development) - 23%	Training and Development (incl. employee or customer training, technical workshops) - 15%	Training and Development (incl. employee or customer training, technical workshops) - 18%	Training and Development (incl. employee or customer training, technical workshops) - 26%	Training and Development (incl. employee or customer training, technical workshops) - 16%
2	Training and Development (incl. employee or customer training, technical workshops) - 15%	Data Science and Machine Learning Development (incl. data collection, model development) - 14%	Data Science and Machine Learning Development (incl. data collection, model development) - 16%	AI-Specific Sales, Marketing, and Customer Engagement (incl. sales or marketing AI products, account management) - 19%	Data Science and Machine Learning Development (incl. data collection, model development) - 16%
3	AI Strategy and Leadership (incl. governance, policy, compliance, ethics and legal) -12%	AI Strategy and Leadership (incl. governance, policy, compliance, ethics and legal) - 14%	User Experience (incl. UX/UI design, customer product support) - 13%	AI Research and Innovation (incl. theoretical or applied research, product testing, security) - 15%	AI Strategy and Leadership (incl. governance, policy, compliance, ethics and legal) - 13%
4	AI Research and Innovation (incl. theoretical or applied research, product testing, security) - 12%	AI Project Management (incl. planning and coordination of AI projects) - 12%	AI Strategy and Leadership (incl. governance, policy, compliance, ethics and legal) - 12%	AI Strategy and Leadership (incl. governance, policy, compliance, ethics and legal) - 13%	User Experience (incl. UX/UI design, customer product support) - 11%
5	AI Project Management (incl. planning and coordination of AI projects) - 10%	User Experience (incl. UX/UI design, customer product support) - 12%	AI Project Management (incl. planning and coordination of AI projects) - 10%	User Experience (incl. UX/UI design, customer product support) - 9%	AI Project Management (incl. planning and coordination of AI projects) - 11%

SECTION 2

PRODUCTIVITY GAINS FROM USING AI: DIFFERENCES ACROSS GENERATIONS

All employees save time at work with AI

It is clear that for employees across a variety of job roles, AI is now embedded firmly in their everyday work. The question for many leaders is if these tools are genuinely increasing productivity or simply adding new layers to existing tasks.

Employees using AI in their job roles report leveraging AI for 31% of their day-to-day tasks (Figure 6). This percentage is higher among younger generations (39% for Gen Z and 31% for Millennials) compared to older generations (25% for Gen X and 29% for Baby Boomers). However, the proportion of tasks for which an employee uses AI is not necessarily a reliable indicator of their productivity, as the complexity and impact of each task, as well as an employee's specific role, can vary significantly.

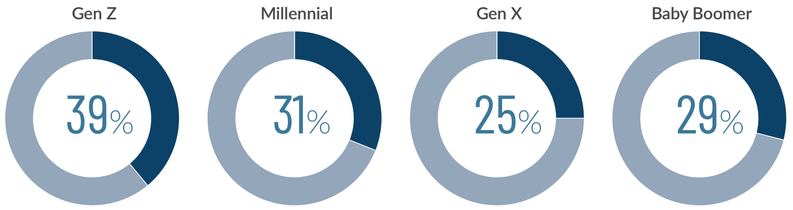
To examine the relationship between AI use and productivity, we examined the raw number of hours employees report saving thanks to AI use, as well as the proportion of time saved relative to the total number of hours worked per week (a saving of eight hours a week being far more valuable to a part-time employee working 20 hours per week than a full-time employee working 40 hours per week).[12]

[12] Employees were asked *"How many hours a week do you believe your use of AI technologies saves you in your job role?"* and *"How many hours do you work in a typical week on your current job?"* The number of hours saved by AI was divided by the number of hours worked per week. The mean number of hours worked per week by those using AI in their job was 39.21 (median, 40). See Appendix for details.

On average, full-time employees using AI in their job role report saving 7.5 hours per week (20% of their working time, Figure 7). Based on these employee reports, it is reasonable to conclude that, on average, AI increases the productivity of its users by one workday per week. While Gen Z employees report the greatest productivity benefits from their use of AI (saving 8.85 hours, or 25% of their time), there are no significant differences between employees of other generations.

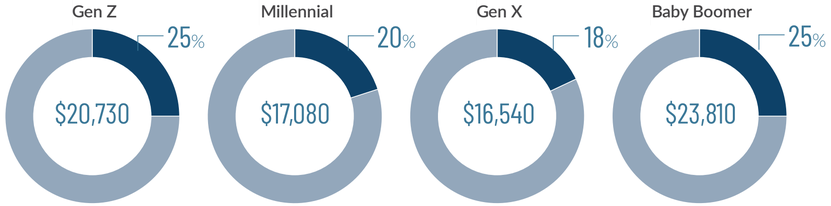
The time savings achieved from the use of AI translate to around $18K per employee per year (see Figure 7). This is highest among Baby Boomers using AI who, given their higher average salaries, are estimated to be saving around $24K per year in AI productivity efficiencies.[13]

Figure 6: Proportion of day-to-day tasks for which employees report using AI by generation



Note: The overall proportion of day-to-day tasks for which employees report using AI by generation is 31%.

Figure 7: Productivity benefits of AI adoption based on hours saved by employees, proportion of working hours saved (time saved), and expected cost saving based on salaries by generation.



Note: The overall proportion of working hours saved (time saved) is 20% among all respondents, and the overall expected cost saving based on salaries is $17,930.

When it comes to AI productivity, generation matters less than it appears

The productivity benefits of AI depend on a number of individual factors beyond simply generation. While use of AI technologies is especially high among younger employees (82% of Gen Z and 73% of Millennials), it is used by the majority of older employees (60% of Gen X and 52% of Baby Boomers), and employees of all generations report productivity benefits.

Beyond generation, we examined a range of other employee factors associated with productive AI use, finding that employees who have had relevant AI training within the past 12 months are personally motivated to work with AI tools and are more productive users of AI. They also believe AI improves their decision making.[14]

[13] This has been estimated from employee reported salaries. Employees were asked "*What is your current annual salary (including bonuses) before tax and other deductions from your employer(s)? (in $USD)*" and selected a range. Details of this calculation can be found in Appendix.

[14] See Appendix.

Employees who have had AI skills training in the past year are much more likely to be using AI in their jobs.

How skills training improves AI adoption and productivity for every generation

Around one-third of employees have received formal AI skills training at work in the past 12 months (Figure 8).[15] Of these employees, 93% report using AI for their job role (compared to just 57% who have received no training, Figure 9). Furthermore, not only are employees who have had AI skills training more likely to use AI for their job role, but they are also more likely to use it more productively (Figure 10).

Specifically, among employees using AI for their job, those who have had skills training within the past year report saving 10 hours per week, or 28% of their total working hours, compared to five hours or 14% of working hours for employees who have not received training.

Figure 8: Proportion of employees who have received AI skills training in the past 12 months by generation

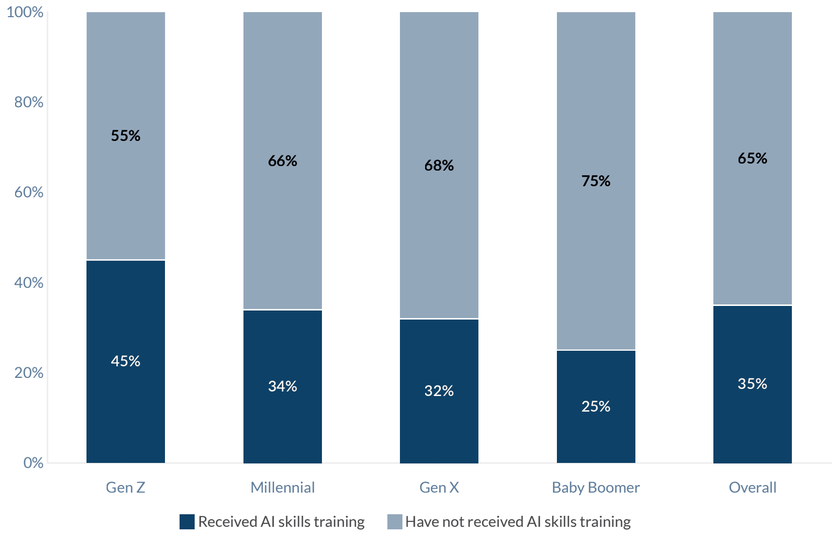


Figure 9: Proportion of employees who have adopted AI split by those who have received AI skills training in the past 12 months (by generation).

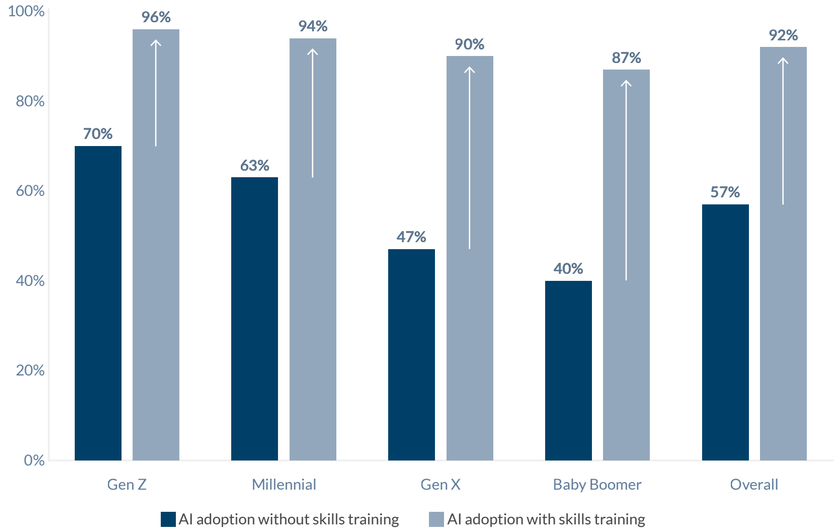
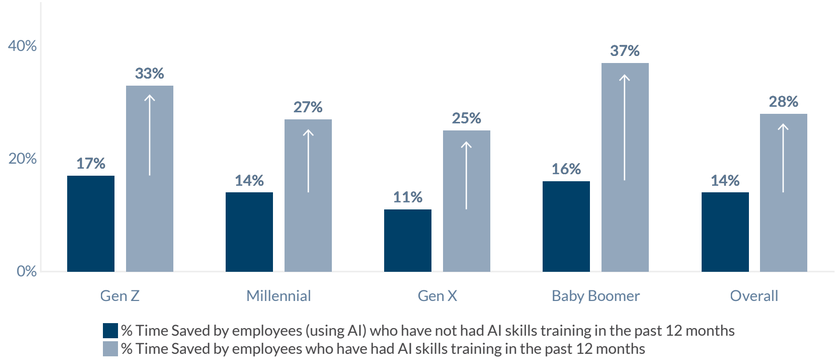
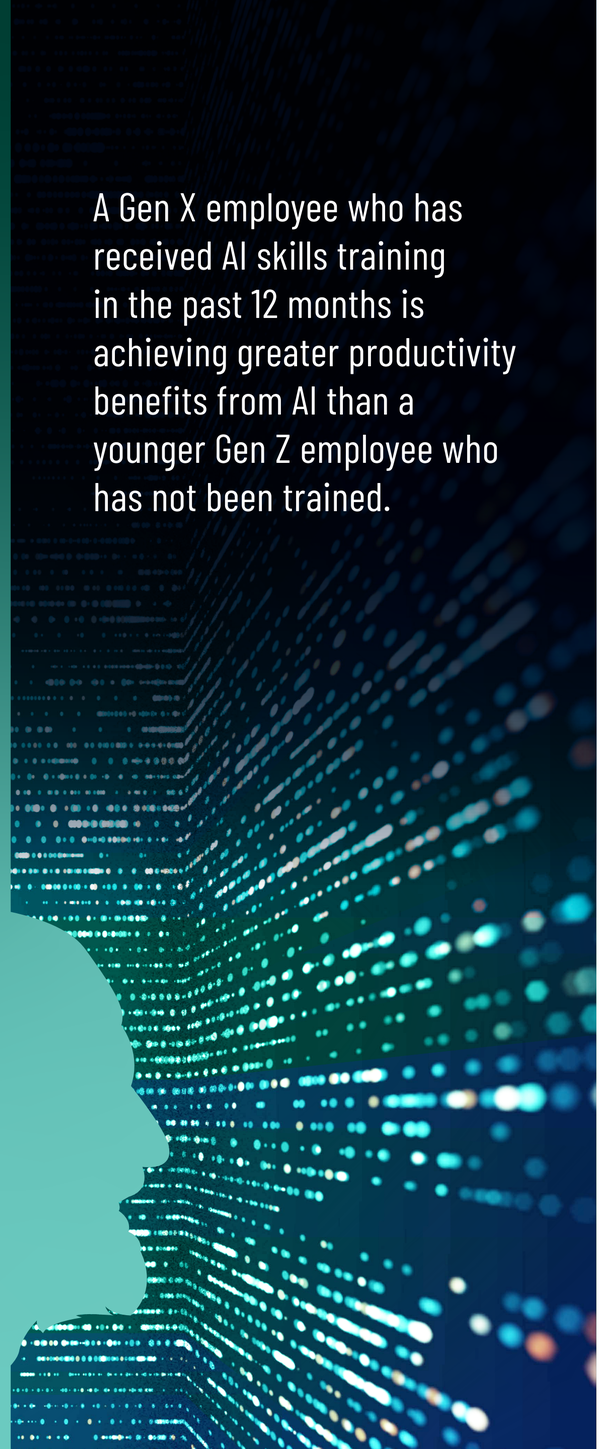


Figure 10: Productivity (time saved as a proportion of total working hours) for employees who have received AI skills training in the past 12 months by generation



[15] Employees were asked to respond to the question "I have undertaken skills training in AI tools to enhance my job performance within the past 12 months."



The potential for skills training to close gaps in the use of AI across generations

We have seen that younger employees are more likely to be using AI in their job role (82% of Gen Z employees compared to 52% of Baby Boomers, Figure 1). However, younger employees are also far more likely to have received AI skills training compared to older counterparts (45% of Gen Z employees compared to just 25% of Baby Boomers, Figure 8). As shown in Figure 9, employees who have had AI skills training in the past year are much more likely to be using AI in their jobs.

This raises questions about who is receiving AI training in the workplace and why. Are younger generations more likely to seek out AI training than their older counterparts, or are leaders assigning training investment unevenly across generations in their teams? Some may assume these variations are a result of differences in roles occupied by younger and older employees. However, non-managers are less likely to have had formal AI training in the past 12 months than those in management (23% non-managers vs. 41% managers), and among both managers and non-managers alike, older employees are less likely to have received AI training (Figure 11).

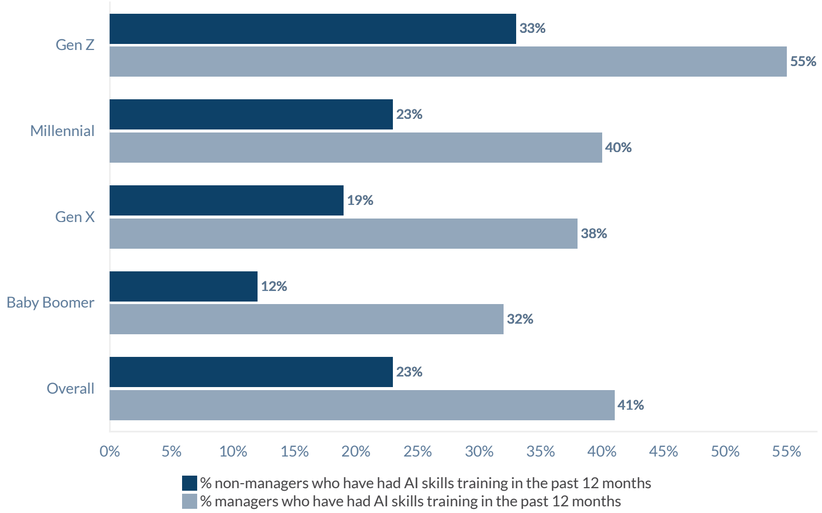
Engagement in skills training is especially important for older generations, who are nearly twice as likely to report using AI in their job if they have completed skills training within the past 12 months.[16] Of note, the productivity differences between generations who have completed AI skills training are minimal, with only Gen Z and Gen X showing significant differences in time saved (11.5 hours or 33% for Gen Z compared to 9.5 hours or 25% for Gen X, Figure 10). Importantly, this means that a Gen X employee who has received AI skills training in the past 12 months is achieving greater productivity benefits from AI than a younger Gen Z employee who has not been trained.

These results suggest that generational differences in AI use among employees reflect disparities in training investment across generations. To raise AI adoption among employees and maximise the productivity benefits, recent high-quality skills training appears to be a critical differentiator across all generations, and especially so for older generations. Given the higher salaries associated with older employees, the potential productivity and cost-savings benefits from skills training and subsequent AI adoption are likely to be especially valuable.

[16] As the data was taken at one point in time, it is not possible to conclude 'causation' (e.g., employees using AI might be more motivated to seek out training). However, the relationship between training and AI use appears particularly important to older generations, regardless of causality.

Employees who have received recent AI skills training report greater personal motivation to be using AI tools and are more likely to believe that AI improves decision making in their role.

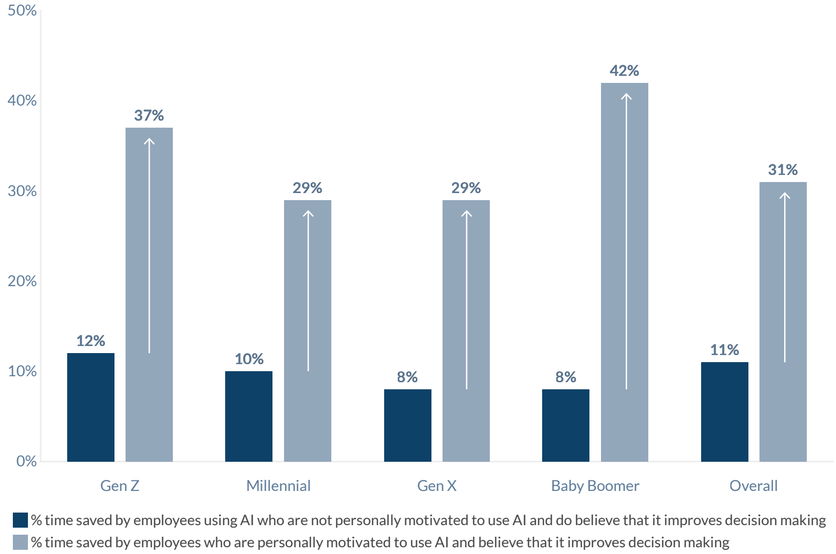
Figure 11: Proportion of employees who have received AI skills training (non-managers vs managers) by generation



AI motivation, belief drive greatest productivity gains

Employees who have received recent AI skills training report greater personal motivation to use AI tools and are more likely to believe that AI improves decision making in their job role (Figure 13b).[17] Only 43% of employees who actively use AI feel personally motivated to use the technology in their job and believe that AI improves their decision making in their job role (Figure 13c). However, this motivation and belief are strongly associated with the productivity benefits of AI use, and they help to explain differences among generations (Figure 12). Employees who are both motivated to use AI and believe in the ability of AI to improve their decision making report saving 11 hours per week, or 31% of their total working hours. Even employees who aren't motivated to use AI and don't believe it enhances their decision making still achieve productivity gains from using AI, albeit smaller, amounting to 3.6 hours per week, or 10% of their working time.

Figure 12: Productivity (time and hours saved) by generation for employees who are both personally motivated to use AI and believe that it improves decision making



[17] See Footnote 16, as the data was taken at one point in time, it is not possible to conclude 'causation' e.g., employees who believe AI improves decision making might be more motivated to seek out training. For correlations between variables see Appendix.

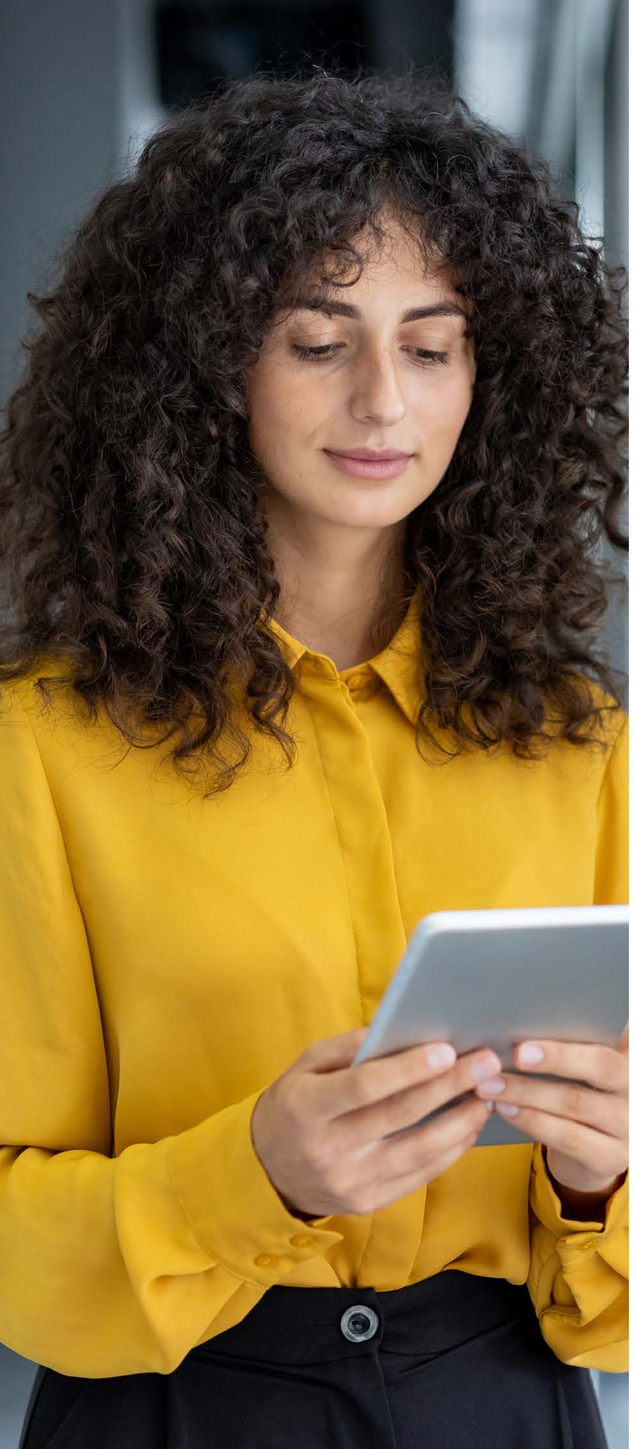
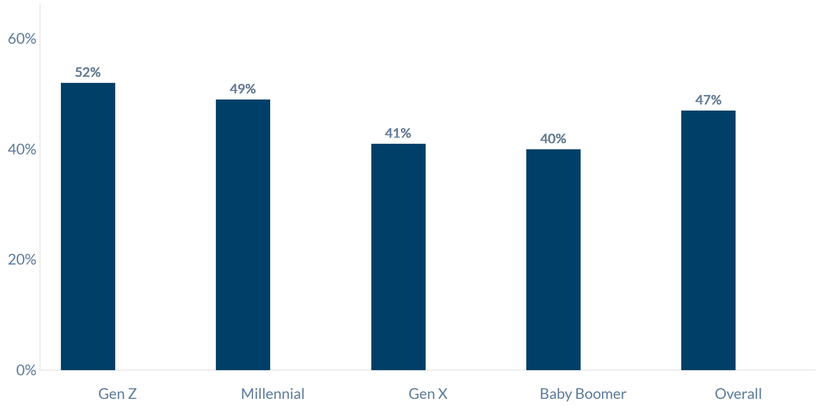
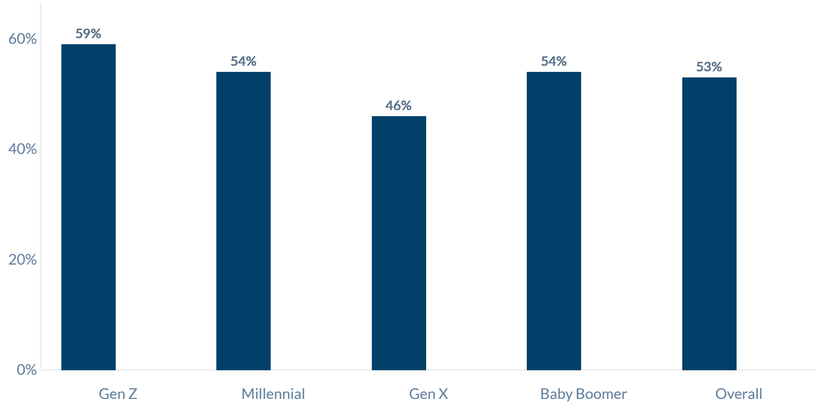


Figure 13: Proportion of employees actively using AI who a) are personally motivated to learn and use AI tools, b) believe AI improves their decision making, and c) are both personally motivated and believe AI improves their decision making by generation

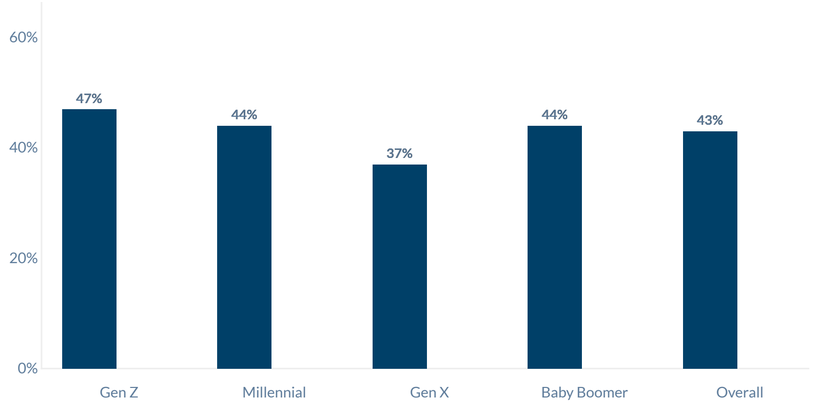
a) Personally motivated to learn and use AI tools



b) Believe AI improves their decision making



c) Both personally motivated to learn and use AI tools and believe AI improves their decision making



SECTION 3

HOW GENERATIONAL DIVERSITY IS LINKED TO BETTER PERFORMANCE OF AI TEAMS

Generational diversity on AI initiatives remains low, despite delivering better productivity

Generational diversity can be associated with more productive teams because each generation brings its unique knowledge, experiences, skills, social networks, and perspectives to the room.[18] The widely held 'business case for diversity' suggests that this type of cognitive diversity increases creativity, innovation, and performance.[19]

In Section 1, we showed how rising investment in AI initiatives is reshaping how employees spend their time and efforts, with more than one-third of employees (38%) involved in the building, creation, sales, training, or promotion of AI technologies. However, we also observe that younger workers are more likely to be working on AI initiatives than their older counterparts. Nearly half of Gen Z employees (47%) report working on the development of AI technologies, compared to 40% of Millennials, 30% of Gen X employees, and 31% of Baby Boomers.

[18] Li, Y., Gong, Y., Burmeister, A., Wang, M., Alterman, V., Alonso, A., & Robinson, S. (2021). Leveraging age diversity for organizational performance: An intellectual capital perspective. *Journal of applied psychology*, *106*(1), 71.

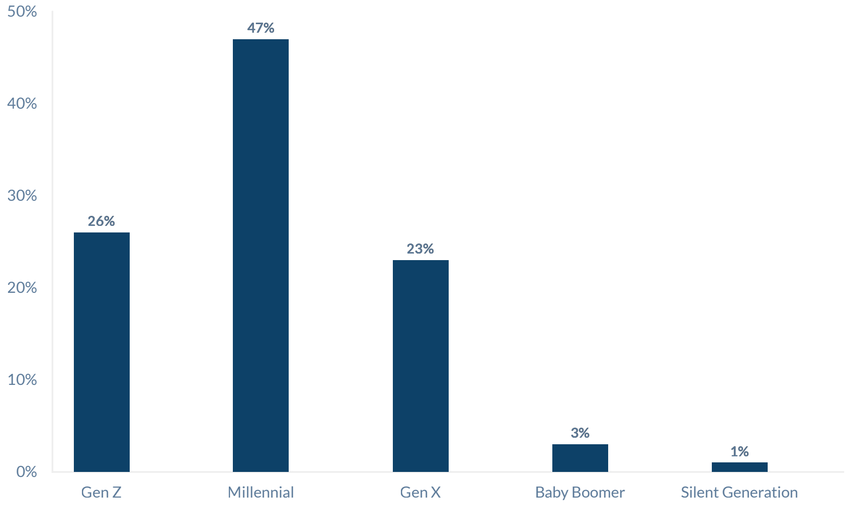
[19] Qu, J., Liu, M., Zhao, S., Zhao, Y., & Cao, X. (2024). Team cognitive diversity and individual creativity: the roles of team intellectual capital and inclusive climate. *Personnel Review*.

Employees working on AI that report higher generational diversity in their AI teams also report those teams to be more productive.

The productivity of teams delivering AI initiatives: We asked employees working on AI initiatives how productive they believe the team on which they are working is with the building, creation, sales, training, or promotion of AI technologies. We also asked them to classify the members of the team into age (generation) categories in order to calculate generational diversity.

When it comes to AI initiatives, Gen Z and Millennials appear to be overrepresented — having greater involvement than would be expected based on the proportion of each generation in the global workforce (Figure 14).[22]

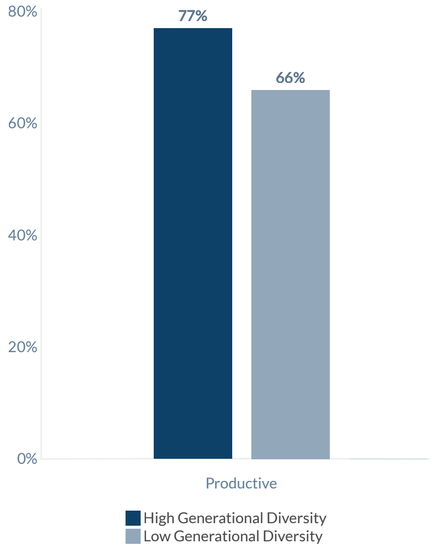
Figure 14: Proportion of project team members from each generation who are involved in the building, creation, sales, training, or promotion of AI technologies



As teams begin to form around AI development, there is a risk of older generations being locked out. Younger employees are more likely to be working formally on the development of AI technologies than their older counterparts (Figure 3), yet we find that generational diversity in these development teams is associated with higher productivity. Employees working on AI that report higher generational diversity in their AI teams also report those teams to be more productive (Figure 15). Specifically, when generational diversity is high, 77% of employees consider the team to be productive, compared to 66% of AI teams when generational diversity is low.[20, 21]

The productivity benefits associated with generationally-diverse AI teams raise the need for leaders to remove the barriers for employees to work on AI solutions and to build generationally diverse teams to drive AI initiatives.

Figure 15: Proportion of AI initiative teams reported as productive split by high/low generational diversity



[20] Employees were asked "How productive do you consider these team(s) that you work with on the building, creation, sales, training, or promotion of AI technologies?"

[21] We used a median split to categorise responses into teams where diversity is either 'high' or 'low.' See Appendix.

[22] The proportion of each generation in the workforce varies by country. However. the U.S. Department of Labor estimates the U.S. workforce at Gen Z, 18%; Millennials, 36%; Gen X, 31%; and Baby Boomers, 15%.

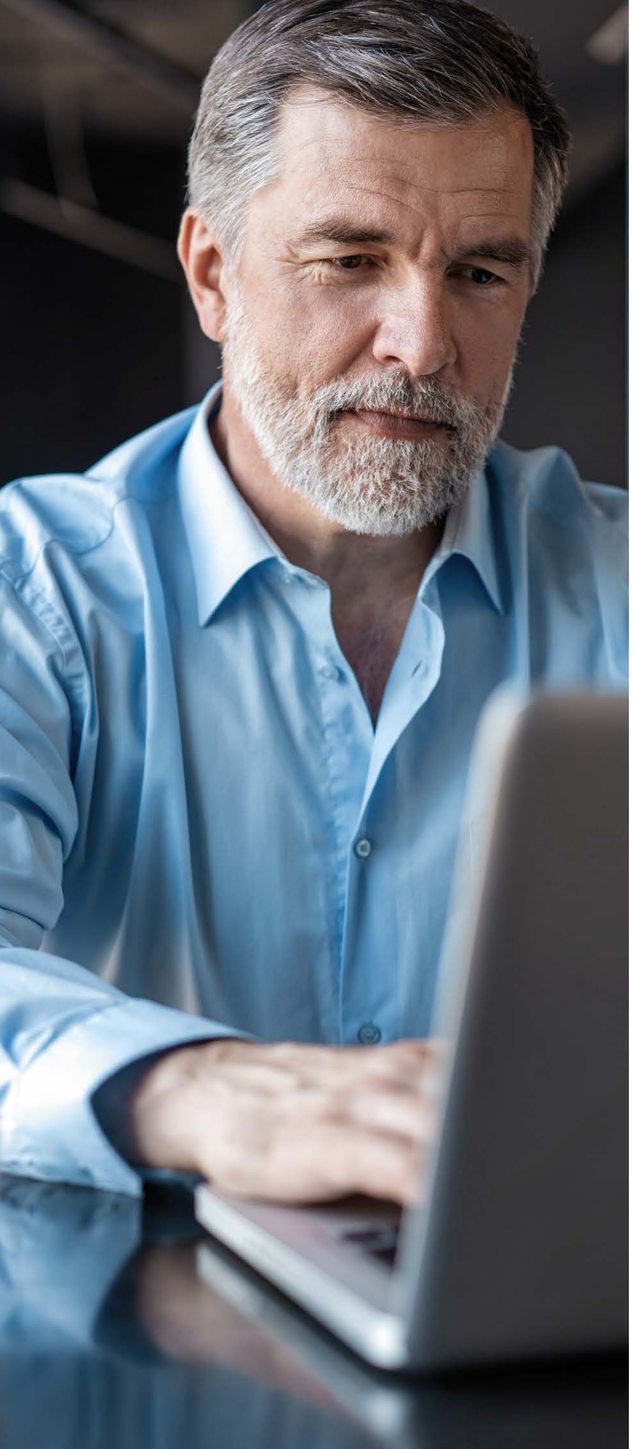


Figure 16: Proportion of time (%) spent working on AI (current and desired) by generation

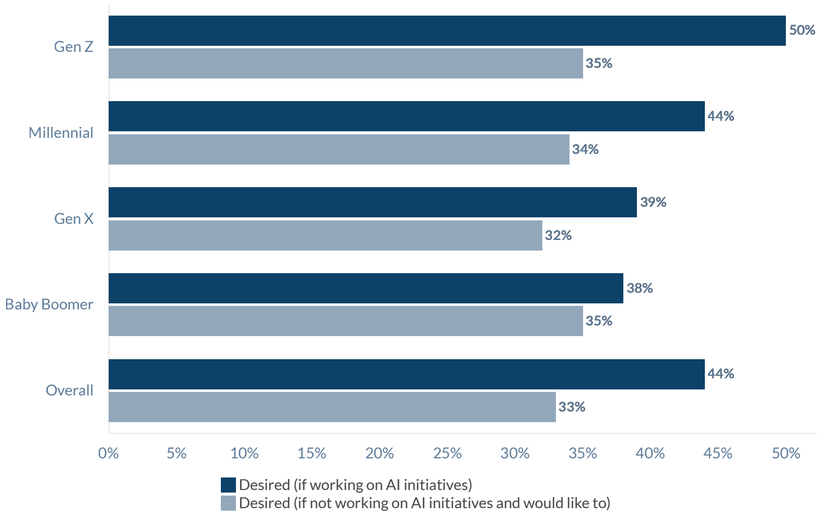
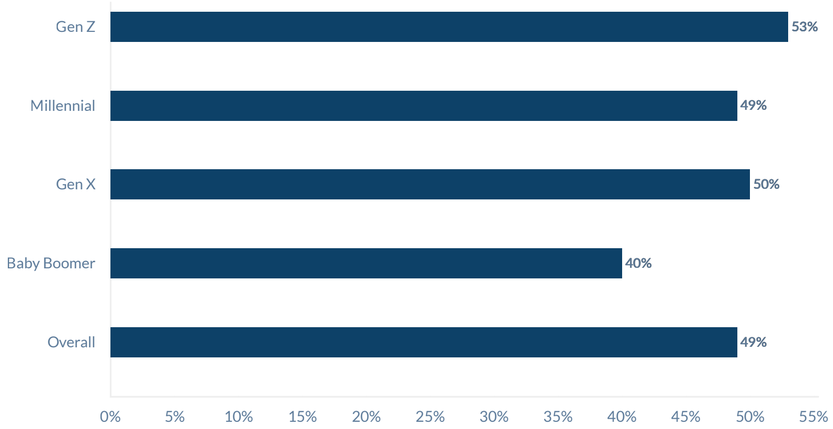


Figure 17: Proportion of employees by generation who are not currently involved in AI initiatives who would work on AI in the future by generation



Employees want to devote more of their time to AI initiatives

Many leaders might be asking how much employees actually want to be working on AI initiatives. While the proportion of time each employee wants to spend working on AI initiatives is likely to vary across roles and organisations, there is surprisingly little variance among generations.

Currently, employees report spending around one-third of their time working on AI initiatives (34% on average) (Figure 16). Those already working on AI would like to increase this to closer to half their time (44% desired) (Figure 16). Meanwhile, about half of employees not currently working on AI initiatives (49%) say they would like to be involved if given the opportunity (Figure 17). These employees not yet involved in AI initiatives report that they would like to dedicate around one-third of their time (33%) to this work (Figure 16).

SECTION 4

BARRIERS TO ADOPTION: INCENTIVES AND TRUST. HOW DO THEY CHANGE ACROSS GENERATIONS; ADVICE TO FIRMS ON HOW TO GET DIFFERENT GENERATIONS USING AI

Trust in AI decisions is a key barrier to adoption

One of the key barriers for employees to adopt AI solutions in their jobs is trust in the information that AI tools produce. Less than half (49%) of AI users say that they are confident in the accuracy and reliability of AI-driven decisions.[23] Among employees who have yet to adopt AI in their job role, just one in five (20%) report confidence in the accuracy and reliability of AI (Figure 18).

Overall, younger generations are slightly more likely to have confidence in the accuracy and reliability of AI than their older counterparts, regardless of whether or not they use AI in their day-to-day work (Figure 19). However, these generational differences are small, with employee AI use more strongly linked to an individual employee's confidence in the accuracy and reliability of AI than their generation (Figure 19).

[23] Users were asked *"How confident are you in the accuracy and reliability of AI-driven decisions?"* See Appendix.

Trust in the information that AI tools produce is one of the key barriers for employees to adopt AI solutions in their jobs.

Figure 18: Proportion of employees who trust AI decisions (have confidence in the accuracy and reliability), AI-adopters vs. non-adopters

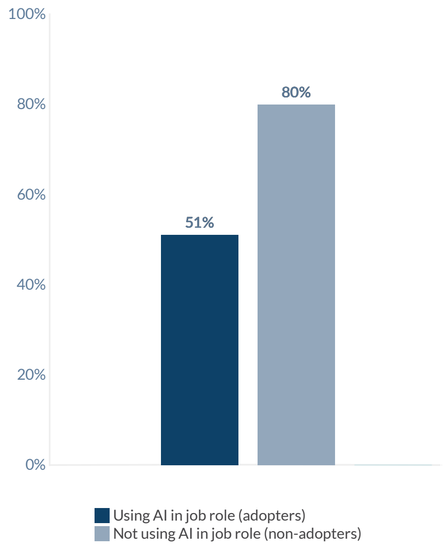
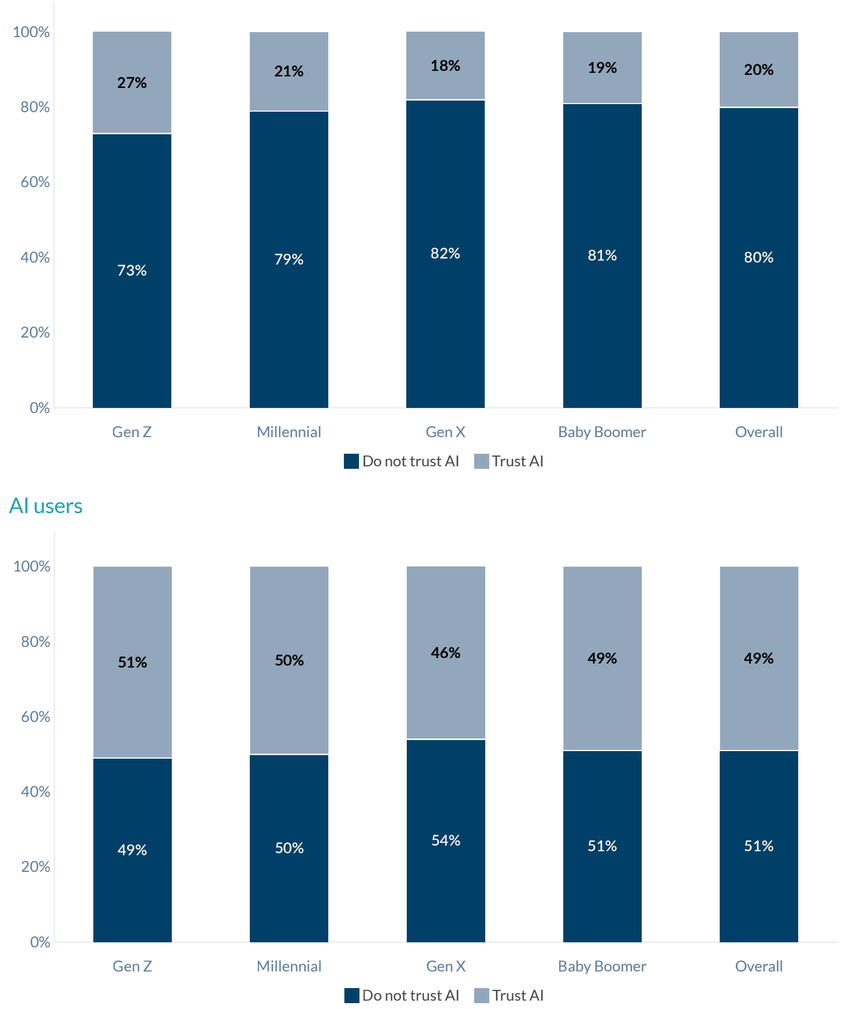
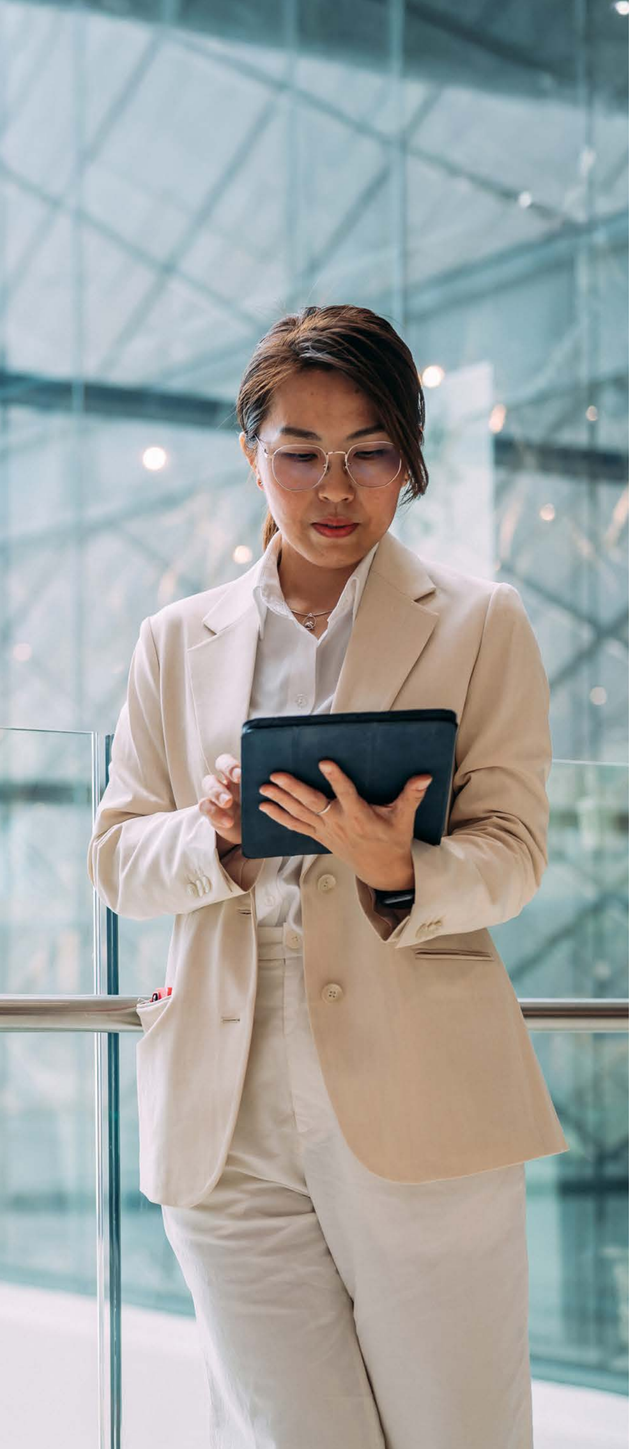


Figure 19: Proportion of employees who trust AI decisions (have confidence in the accuracy and reliability) by generation, AI-users vs. non-users





Given the strong link between trust in AI and its adoption by employees, how can leaders help increase trust in AI?[24] For employees not yet using AI, the top way to boost confidence in AI's accuracy is introducing human oversight, ensuring that critical decisions involving AI have a human in the loop for review. For all employees (regardless of AI use), clearer explanation of how AI systems are making decisions is considered important to increasing trust, as is greater transparency around error rates and ensuring data is protected (Figure 20).

Figure 20: Strategies for increasing trust and confidence in AI decision making endorsed by employees using/and not using AI in their job roles

	Non-AI User	AI User	Total
Human Oversight: Ensuring a human-in-the-loop approach where critical decisions involve human review.	47%	36%	39%
Clear Explanations: Providing understandable explanations of how AI systems make decisions, especially for non-technical users.	44%	48%	47%
Error Rates and Improvements: Being transparent about the AI's accuracy, error rates, and updates made to address identified issues.	40%	48%	45%
Data Protection: Guaranteeing that sensitive data is securely stored, anonymized, or encrypted.	33%	38%	37%
Access to Processes: Allowing users to see how the AI processes data and arrives at outcomes (e.g., visual decision trees, summaries).	30%	34%	33%
Bias Transparency: Acknowledging and addressing potential biases in AI algorithms.	30%	35%	33%
Training Programs: Offering accessible training to help users understand the AI's capabilities and limitations.	23%	21%	21%
Third-Party Audits: Using independent audits to validate fairness and impartiality in AI decision making.	19%	22%	21%
Clear Liability: Defining responsibility for AI decisions, especially in high-stakes environments (e.g., healthcare, legal systems).	19%	16%	17%
Open Source or Auditable Models: Offering open-source tools or detailed documentation to verify AI's functioning.	16%	26%	23%
Gradual Introduction: Rolling out AI tools incrementally to let users build confidence.	16%	8%	10%
Success Stories: Sharing examples where AI has delivered positive outcomes, especially in similar industries or tasks.	16%	10%	12%
Peer Usage: Demonstrating widespread and successful adoption by peers or competitors.	14%	10%	11%
Minimal Data Collection: Using only the data necessary for the AI's purpose to reduce privacy concerns.	13%	15%	14%
Ethical AI Certifications: Obtaining certifications from reputable bodies verifying the system's adherence to ethical AI principles.	12%	16%	15%
Alignment with User Values: Ensuring AI decisions and recommendations align with the ethical standards and values of users.	10%	9%	9%
Explainable Value Judgments: Making ethical trade-offs or value-based decisions comprehensible to users.	6%	9%	8%
Other (please state)	3%	1%	2%

[24] What would increase your trust in AI? *(Please select up to 5.)*

Driving widespread adoption of AI

As organisations look to encourage the adoption of AI tools among employees, a range of investment options are available. For example, introducing formal skills training and incentives, upgrading existing tools to those with AI integration, and increasing the trust and confidence in AI across the organisation.

Focusing on those employees not currently using AI in their job roles, we set out to understand how the barriers to adoption could be overcome.

We asked employees what would most motivate them to adopt AI tools in their roles.[25] The overwhelming choice was having specific work challenges that AI could help them solve. This was especially the case for Gen Z, where AI adoption is already high among peers (Figure 21).

Figure 21: Which one of the following would most motivate you to adopt AI tools? Non-AI adopters by generation.

	Gen Z	Millennials	Gen X	Baby Boomers	Overall
1	Specific challenges - 58%	Specific challenges - 44%	Specific challenges - 45%	Specific challenges - 46%	Specific challenges - 46%
2	Access to tutorials - 11%	Low-pressure environment - 13%	Access to tutorials - 16%	Access to tutorials - 12%	Access to tutorials - 14%
3	Personal values or goals - 8%	Access to tutorials - 12%	Low-pressure environment - 13%	Low-pressure environment - 12%	Low-pressure environment - 12%
4	Low-pressure environment - 7%	Personal values or goals - 12%	Personal values or goals - 13%	Personal values or goals - 11%	Personal values or goals - 12%
5	Unique problems - 7%	Unique problems - 11%	Unique problems - 8%	Unique problems - 8%	Unique problems - 9%
6	Other - 9%	Other - 8%	Other - 6%	Other - 11%	Other - 7%

[25] Employees were asked “Which one of the following would most motivate you to adopt AI tools?”

The most popular incentive across all generations is financial bonuses or salary increases tied to AI adoption, especially for younger employees.

When it comes to incentives for adopting AI, employees want to see a clear link to rewards, particularly financial rewards. The most popular incentive across all generations is financial bonuses or salary increases tied to AI adoption, especially for younger employees (Figure 22). While financial incentives also motivate many older employees, these generations are more likely than younger ones to say they'd be motivated by regular feedback on their AI use, or that no incentive would change their stance (signalling some resistance to AI).

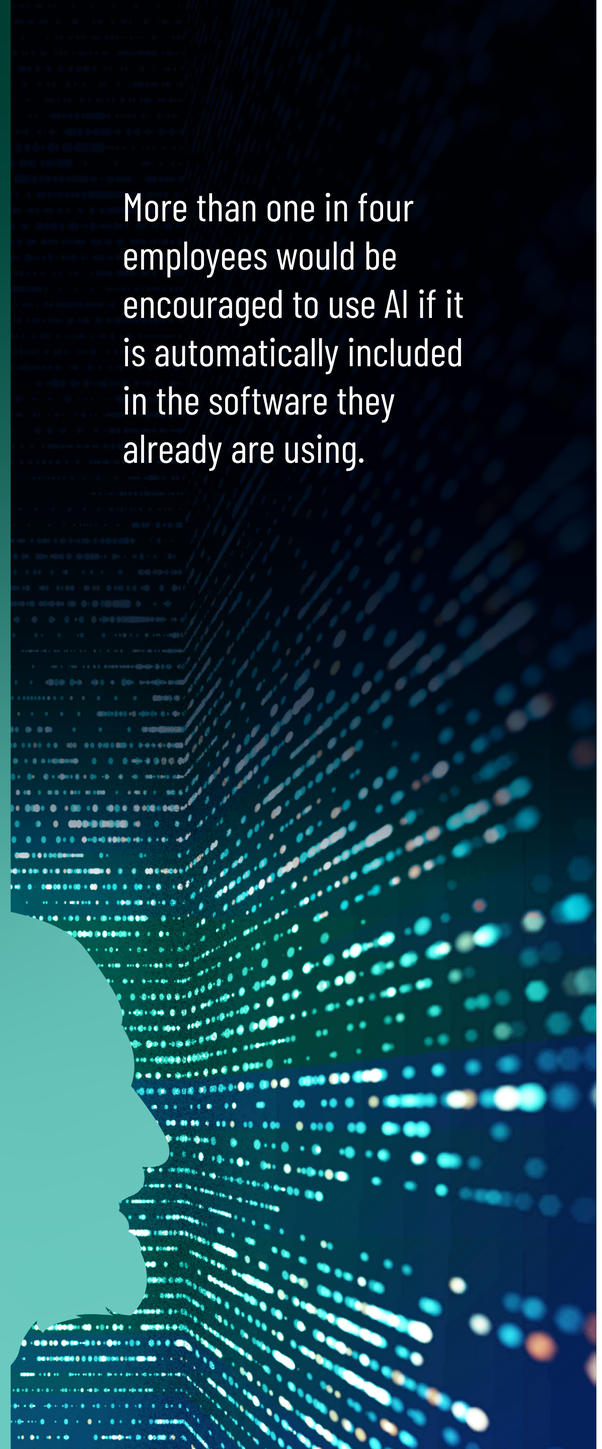
Figure 22: Which one of the following incentives would make you most likely to adopt AI tools? Non-AI adopters by generation.

	Gen Z	Millennials	Gen X	Baby Boomers	Overall
1	Financial bonuses or salary increases - 44%	Financial bonuses or salary increases - 38%	Financial bonuses or salary increases - 32%	Regular feedback - 30%	Financial bonuses or salary increases - 35%
2	Career advancement opportunities - 23%	Career advancement opportunities - 26%	Career advancement opportunities - 25%	Financial bonuses or salary increases - 28%	Career advancement opportunities - 24%
3	Regular feedback - 15%	No incentive - 14%	No incentive - 17%	No incentive - 22%	No incentive - 16%
4	No incentive - 9%	Regular feedback - 13%	Regular feedback - 16%	Career advancement opportunities - 12%	Regular feedback - 16%
5	Certification or badges - 7%	Certification or badges - 6%	Certification or badges - 7%	Certification or badges - 5%	Certification or badges - 7%
6	Public recognition - 2%	Public recognition - 3%	Public recognition - 3%	Public recognition - 3%	Public recognition - 3%

Employees are also influenced by the successes of those around them. Nearly one-third of non-AI users report that seeing colleagues successfully using AI in day-to-day work would encourage them to adopt AI tools themselves. This suggests organisations should highlight and celebrate peer success stories of AI adoption (Figure 23).

Figure 23: Which one of the following peer-related factors would most encourage you to adopt AI tools? Non-AI adopters by generation.

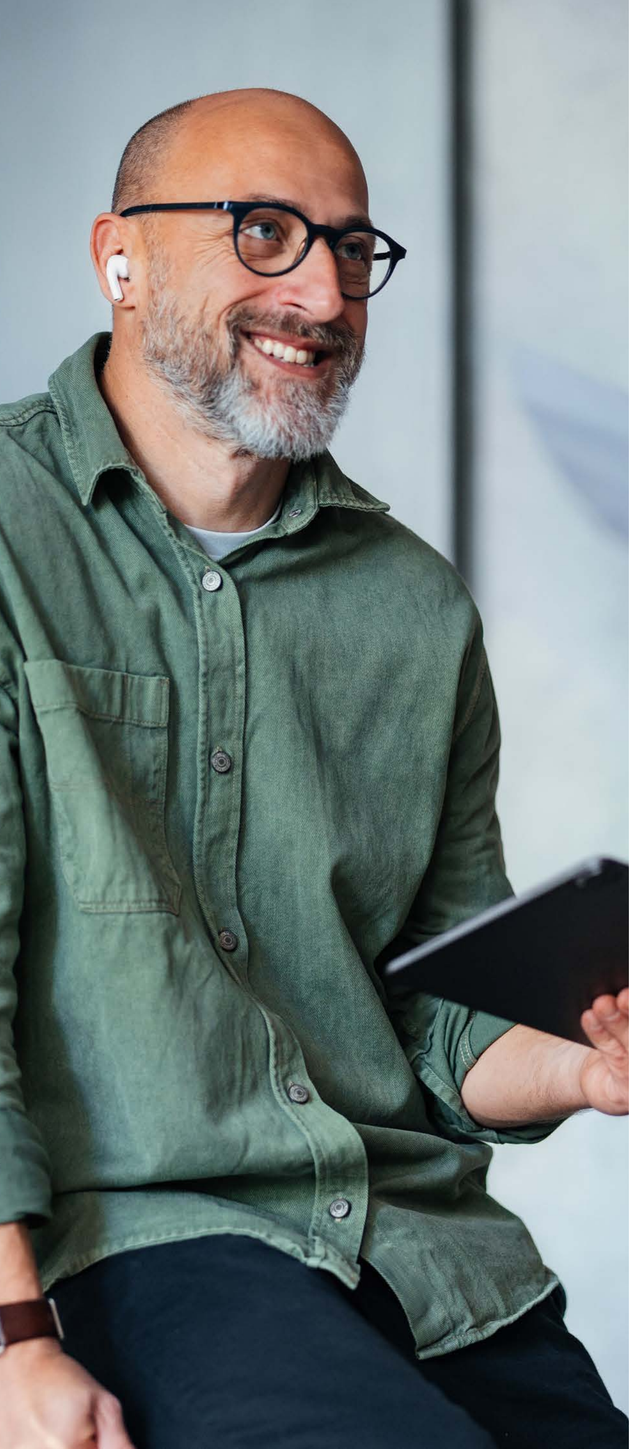
	Gen Z	Millennials	Gen X	Baby Boomers	Overall
1	Seeing colleagues successfully - 26%	Seeing colleagues successfully - 29%	Seeing colleagues successfully - 35%	Seeing colleagues successfully - 31%	Seeing colleagues successfully - 31%
2	Supervisors -19%	No influence - 22%	No influence - 16%	No influence - 28%	No influence - 20%
3	No influence - 19%	Supervisors - 14%	Team challenges or group training - 15%	Team challenges or group training - 11%	Supervisors - 13%
4	Recommendations or advice from trusted peers - 16%	Hearing about AI success stories - 14%	Supervisors - 14%	Hearing about AI success stories - 15%	Hearing about AI success stories - 13%
5	Team challenges or group training - 13%	Recommendations or advice from trusted peers - 11%	Hearing about AI success stories - 11%	Recommendations or advice from trusted peers - 9%	Team challenges or group training - 12%
6	Hearing about AI success stories - 7%	Team challenges or group training - 9%	Recommendations or advice from trusted peers - 9%	Supervisors - 5%	Recommendations or advice from trusted peers - 11%



For many employees not currently using AI, better integration into their workflow would encourage adoption. More than one in four employees would be encouraged to use AI if it is automatically included in the software they already are using, while a similar number of employees say they would like to see AI suggestions visible but optional within their software (Figure 24).

Figure 24: Which of the following default-based approaches would most encourage you to use AI tools? Non-AI adopters by generation.

	Gen Z	Millennials	Gen X	Baby Boomers	Overall
1	AI tools are automatically included in the software I already use - 34%	AI tools are automatically included in the software I already use - 27%	AI tools are automatically included in the software I already use - 31%	Default setup where AI suggestions are visible but optional - 32%	AI tools are automatically included in the software I already use - 28%
2	Default setup where AI suggestions are visible but optional - 21%	There is no default-based approach that will encourage me to use AI tools - 20%	Default setup where AI suggestions are visible but optional - 26%	There is no default-based approach that will encourage me to use AI tools - 20%	Default setup where AI suggestions are visible but optional - 23%
3	There is no default-based approach that will encourage me to use AI tools - 14%	Default setup where AI suggestions are visible but optional - 19%	There is no default-based approach that will encourage me to use AI tools - 16%	AI tools are automatically included in the software I already use - 15%	There is no default-based approach that will encourage me to use AI tools - 18%
4	Regular prompts reminding me of the benefits of using AI - 11%	Pre-configured settings to make AI adoption easier - 14%	Pre-configured settings to make AI adoption easier - 12%	Pre-configured settings to make AI adoption easier - 12%	Pre-configured settings to make AI adoption easier - 13%
5	Pre-configured settings to make AI adoption easier - 10%	Having AI adoption as an expected part of my role - 10%	Having AI adoption as an expected part of my role - 9%	Regular prompts reminding me of the benefits of using AI - 12%	Regular prompts reminding me of the benefits of using AI - 9%



Many non-AI users report that case studies and live demonstrations of AI in action would increase their trust and confidence in adopting AI. This highlights an opportunity for leaders to showcase successful use cases within their teams, leveraging early adopters to demonstrate AI's benefits to others.

Figure 25: Which of the following would most increase your trust and confidence in AI adoption? Non-AI adopters by generation.

	Gen Z	Millennials	Gen X	Baby Boomers	Overall
1	Demonstrations of AI tools by industry leaders or experts - 26%	Case studies of AI being used effectively in similar roles - 28%	Case studies of AI being used effectively in similar roles - 31%	Case studies of AI being used effectively in similar roles - 32%	Case studies of AI being used effectively in similar roles - 29%
2	Case studies of AI being used effectively in similar roles - 23%	Demonstrations of AI tools by industry leaders or experts - 22%	Demonstrations of AI tools by industry leaders or experts - 26%	Testimonials or success stories from colleagues - 18%	Demonstrations of AI tools by industry leaders or experts - 24%
3	Testimonials or success stories from colleagues - 16%	Testimonials or success stories from colleagues - 19%	Testimonials or success stories from colleagues - 18%	Demonstrations of AI tools by industry leaders or experts - 16%	Testimonials or success stories from colleagues - 18%
4	Seeing others successfully use AI tools would not influence my willingness to adopt them - 16%	Seeing others successfully use AI tools would not influence my willingness to adopt them - 17%	Seeing others successfully use AI tools would not influence my willingness to adopt them - 12%	Seeing others successfully use AI tools would not influence my willingness to adopt them - 15%	Seeing others successfully use AI tools would not influence my willingness to adopt them - 15%
5	Reports showing widespread adoption of AI in my industry - 13%	Reports showing widespread adoption of AI in my industry - 9%	Reports showing widespread adoption of AI in my industry - 10%	Reports showing widespread adoption of AI in my industry - 12%	Reports showing widespread adoption of AI in my industry - 10%

38%

Across all generations, 38% say workshops tailored to their role would make them more likely to use AI tools.

Earlier, we reported on the strong association between AI skills training and both AI adoption and AI-driven productivity. Thus, a natural question to pose is: What training approaches would be most effective to drive adoption? Overwhelmingly, employees — especially Gen X and Baby Boomers — say they prefer workshops tailored to their specific job roles? Online courses with certifications have some support, but the highest demand is clearly for role-specific, hands-on workshops.

Figure 26: Which of the following training approaches would make you most likely to use AI tools? Non-AI adopters by generation.

	Gen Z	Millennials	Gen X	Baby Boomers	Overall
1	Interactive, hands-on workshops tailored to my role - 31%	Interactive, hands-on workshops tailored to my role - 34%	Interactive, hands-on workshops tailored to my role - 43%	Interactive, hands-on workshops tailored to my role - 45%	Interactive, hands-on workshops tailored to my role - 38%
2	Online courses with certifications - 21%	Online courses with certifications - 20%	Online courses with certifications - 17%	Regular updates and learning materials integrated into my workflow - 20%	Online courses with certifications - 18%
3	Regular updates and learning materials integrated into my workflow - 16%	Access to training has no impact on my decision to adopt AI tools - 16%	Regular updates and learning materials integrated into my workflow - 15%	Access to training has no impact on my decision to adopt AI tools - 15%	Regular updates and learning materials integrated into my workflow - 14%
4	Access to training has no impact on my decision to adopt AI tools - 16%	Regular updates and learning materials integrated into my workflow - 11%	Access to AI experts or mentors for one-on-one guidance - 12%	Access to AI experts or mentors for one-on-one guidance - 11%	Access to training has no impact on my decision to adopt AI tools - 14%
5	Access to AI experts or mentors for one-on-one guidance - 9%	Access to AI experts or mentors for one-on-one guidance - 9%	Access to training has no impact on my decision to adopt AI tools - 11%	Online courses with certifications - 8%	Access to AI experts or mentors for one-on-one guidance - 11%

A well-thought-out change management/ enablement program is paramount to achieving full results.

There is no single approach favoured by non-AI users to help them overcome their concerns about using AI tools. A combination of step-by-step guides, clear explanation and guidelines, as well as demonstrations and the opportunity to test AI tools safely all have at least some level of support among non-AI adopters. This is evidence that a well-thought-out change management/enablement program is paramount to achieving full results.

Figure 27: Which of the following would most help you overcome concerns about using AI tools? Non-AI adopters by generation.

	Gen Z	Millennials	Gen X	Baby Boomers	Overall
1	Clear explanations of how AI tools work and make decisions - 19%	Demonstrations of AI reliability and accuracy - 21%	Demonstrations of AI reliability and accuracy - 20%	Step-by-step guides or user-friendly interfaces - 18%	Demonstrations of AI reliability and accuracy - 20%
2	Demonstrations of AI reliability and accuracy - 17%	Step-by-step guides or user-friendly interfaces - 17%	Clear explanations of how AI tools work and make decisions - 19%	Demonstrations of AI reliability and accuracy - 16%	Clear explanations of how AI tools work and make decisions - 17%
3	Concerns about complexity or potential errors do not influence my willingness to adopt AI - 15%	Clear explanations of how AI tools work and make decisions - 14%	Step-by-step guides or user-friendly interfaces - 18%	Clear explanations of how AI tools work and make decisions - 16%	Step-by-step guides or user-friendly interfaces - 16%
4	Opportunities to test AI tools with minimal risk of failure - 14%	Opportunities to test AI tools with minimal risk of failure - 13%	Opportunities to test AI tools with minimal risk of failure - 15%	Concerns about complexity or potential errors do not influence my willingness to adopt AI - 15%	Opportunities to test AI tools with minimal risk of failure - 13%
5	Clear guidelines about AI ethics and compliance - 13%	Concerns about complexity or potential errors do not influence my willingness to adopt AI - 12%	Concerns about complexity or potential errors do not influence my willingness to adopt AI - 11%	Clear guidelines about AI ethics and compliance - 14%	Concerns about complexity or potential errors do not influence my willingness to adopt AI - 12%

SECTION 5

HOW IS EMPLOYEE COMMITMENT LINKED TO AI USAGE?

When employees feel a genuine sense of belonging to and engagement with their organisation, its leadership, and their direct manager, it can positively shape a number of important workplace behaviours. These include better job performance, greater satisfaction and engagement, better well-being, and higher retention.[26, 27, 28, 29] But as AI changes the way in which work is done, how are belonging and commitment linked to how employees of different generations adopt AI in their role and participate in AI initiatives?

Are there differences in employee commitment across generations?

We found very few differences in belonging and commitment across generations (Figure 28). Less than half of employees say they are committed to their organisation (45%), while around half experience a sense of belonging at their organisation (50%) and commitment to leadership (51%). Nearly two-thirds of employees report being committed to their direct manager (60%). For the most part, younger employees are just as likely to report belonging or commitment as their older counterparts (Figure 28), with only Gen Z employees showing slightly higher commitment to their organisations and direct managers.[30]

[26] Komisarof, A. (2022). A new framework of workplace belonging: Instrument validation and testing relationships to crucial acculturation outcomes. *Journal of International and Intercultural Communication*, *15*(3), 311-332.

[27] Petitta, L., & Ghezzi, V. (2025). Remote work and psychological distance: Organizational belongingness as a resource against work stressors and employee performance impairment and distress. *Sustainability*, *17*(4), 1342.

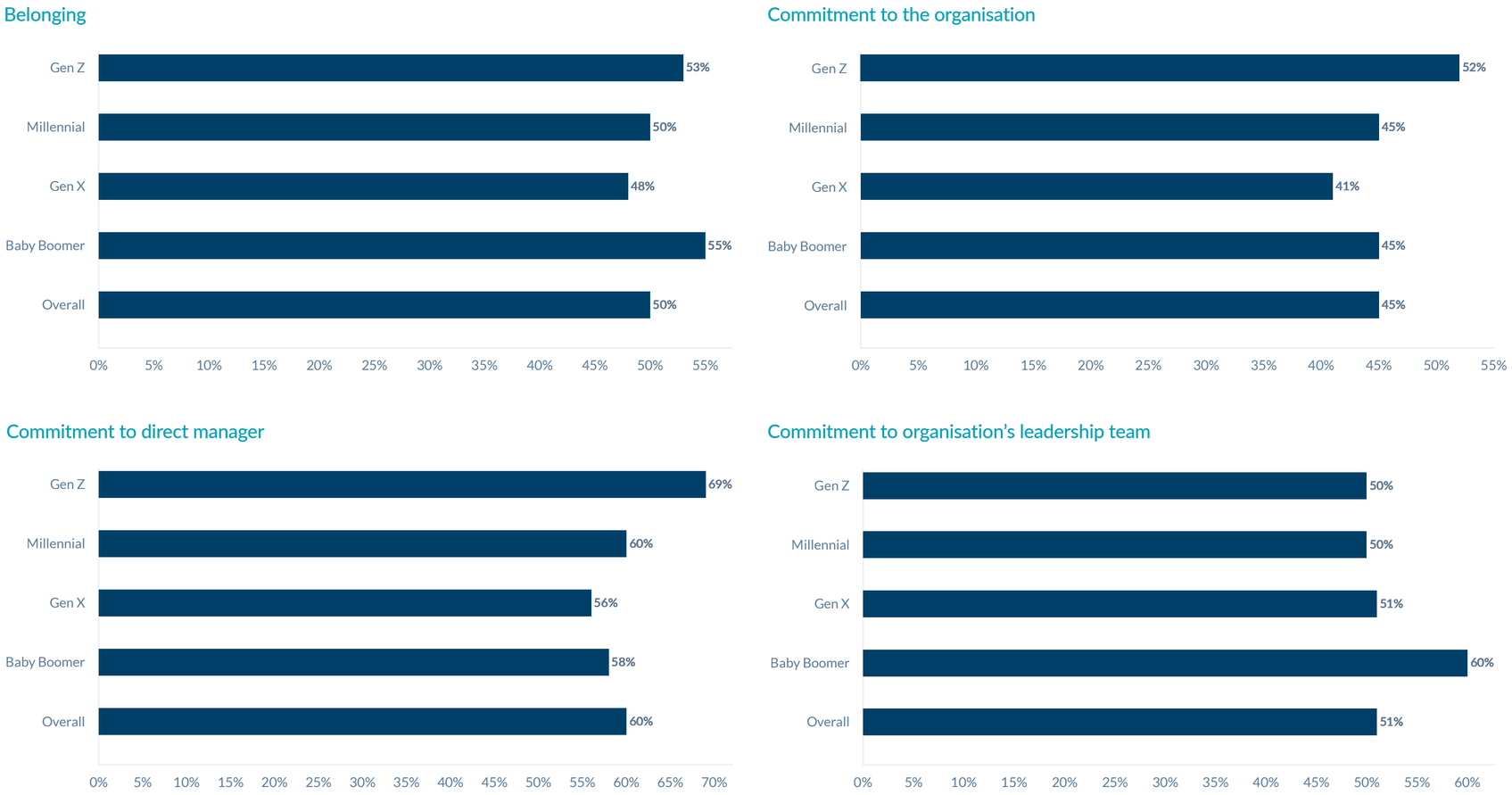
[28] Kellerer, M., & Süß, S. (2025). Implications of multiple commitment targets for turnover intentions and actual turnover: a systematic literature review. *Management Review Quarterly*, 1-46.

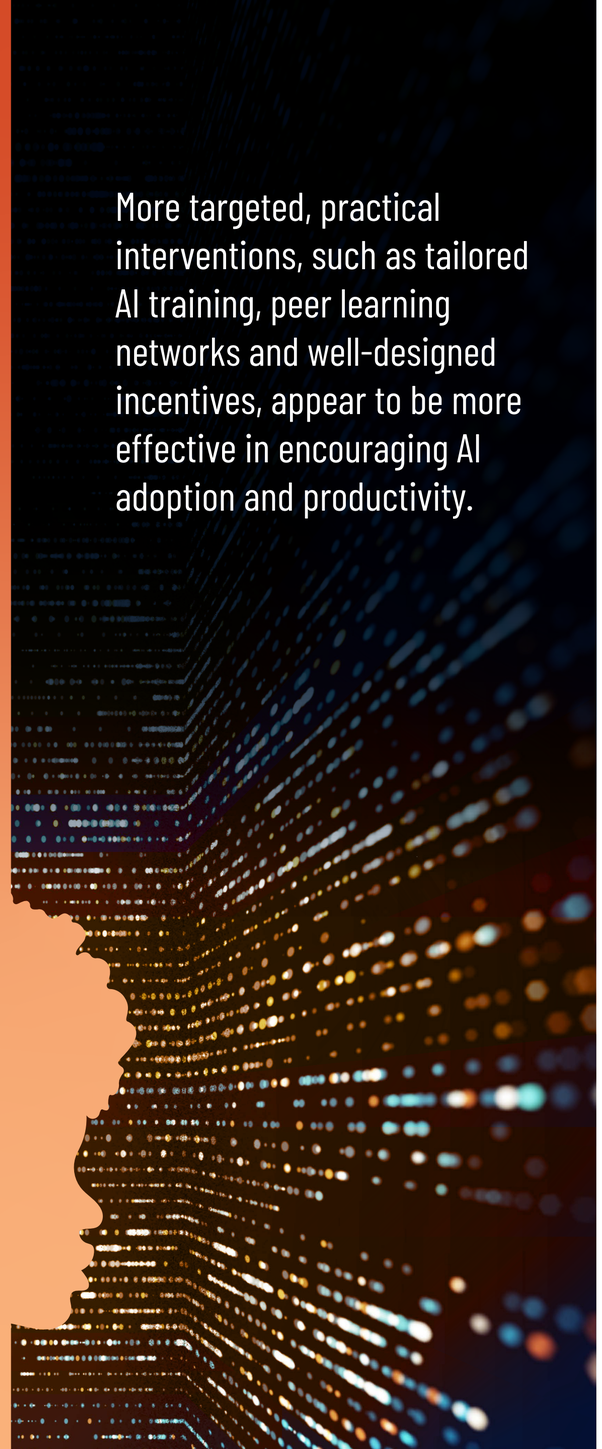
[29] Xu, X., Zhao, P., Hayes, R., Le, N., & Dormann, C. (2023). Revisit the causal inference between organizational commitment and job satisfaction: A meta-analysis disentangling its sources of inconsistencies. *Journal of Applied Psychology, 108*(7), 1244.

[30] We performed a regression analysis predicting belonging and commitment from generation, with pairwise comparisons (Bonferroni corrected). Differences were considered significant between generations at $p<.05$, in this case between Gen Z and Millennial and Gen Z and Gen X employees. See Appendix for details.

When it comes to the relationship between employee belonging and commitment to AI adoption and AI-driven productivity, the results are mixed.

Figure 28: Employees who feel a sense of a) belonging, b) commitment to the organisation, c) commitment to their direct manager, and d) commitment to the organisation's leadership team by generation





Belonging and commitment are not as important to AI adoption and productivity as training and AI-specific beliefs and motivation.

Importantly, when it comes to the relationship between employee belonging and commitment to AI adoption and AI-driven productivity, the results are mixed (Figure 29). While employees who report greater belonging and commitment are more likely to be using AI in their job role, the links among belonging, organisational commitment and adoption of AI are small when compared to the links between recent AI training, personal beliefs about AI importance, and personal motivation.

One exception was found with the oldest employees, with organisational commitment associated with greater adoption of AI technologies among Baby Boomers. This suggests that improving organisational commitment among Baby Boomers may boost their adoption of AI; however, we cannot conclude that this is a causal relationship.

For leaders driving AI transformation, it may come as welcome news that organisational commitment is not a primary driver overall. Cultivating organisational commitment is complex and time-consuming. By contrast, more targeted, practical interventions, such as tailored AI training, peer learning networks, and well-designed incentives, appear to be more effective in encouraging AI adoption and productivity.

Belonging and commitment are higher among employees working on AI initiatives

Given the global focus on AI change, many leaders may also be asking if employees working on AI development initiatives are experiencing a greater sense of belonging and commitment. We find that the 38% of employees who are involved in the building, creation, sales, training, or promotion of AI technologies as part of their job role are more likely to report being committed to their organisation and feeling a sense of belonging compared to those not involved in AI (Figure 30). Although employees involved in AI initiatives report higher levels of belonging and all types of commitment, only belonging and commitment to the organisation remain statistically significant after controlling for other variables.[31]

This is particularly the case for Millennial and Gen X employees. For example, 58% of Millennials and 51% of Gen X employees working on AI initiatives say they are committed to the organisation compared to just 36% of those not working on AI. Again, it is unclear if employees who feel the strongest sense of belonging and organisational commitment are more likely to be selected for AI-related projects, or if working on AI development deepens their sense of belonging and commitment to the organisation. The findings may indicate some combination of both. What is clear is that there is a positive link between the two.

[31] Full details of the regression analysis can be found in Appendix. Controls included: generation, gender, country of birth, company size, seniority/role, organisation type, education, country, and sector. (See Appendix)

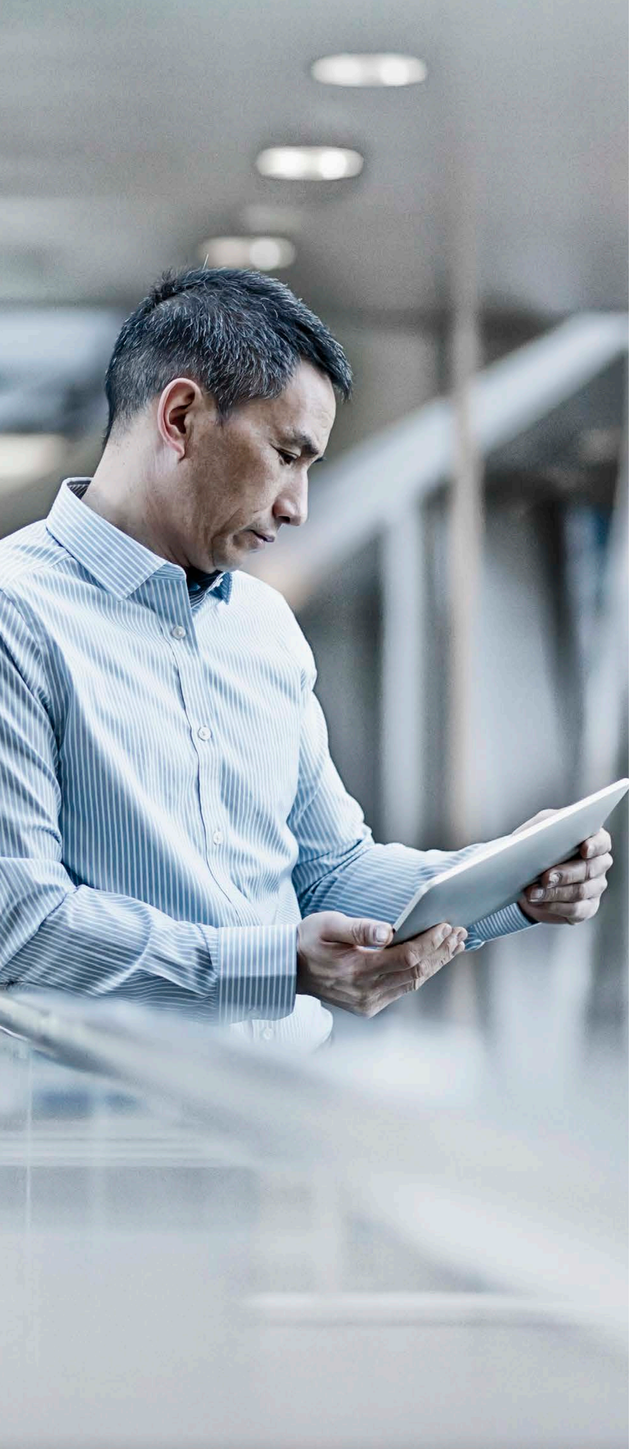
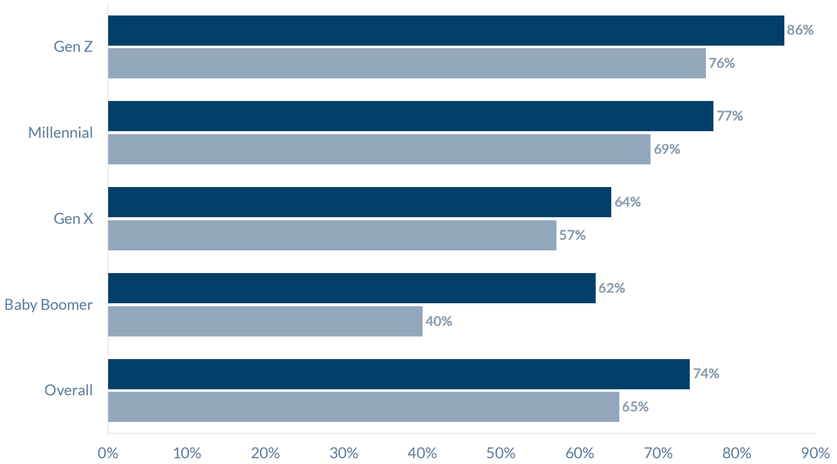
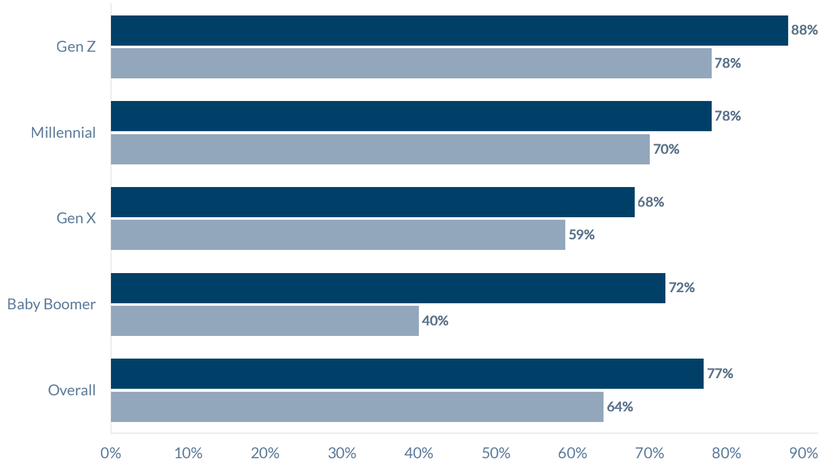


Figure 29: Proportion of employees using AI in their job role based on a) belonging, b) commitment to the organisation, c) commitment to their direct manager, and d) commitment to the organisation's leadership team by generation

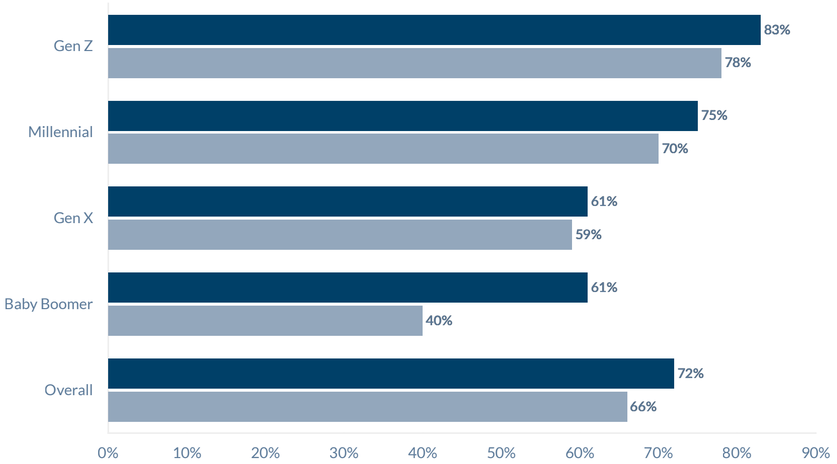
Sense of belonging to organisation



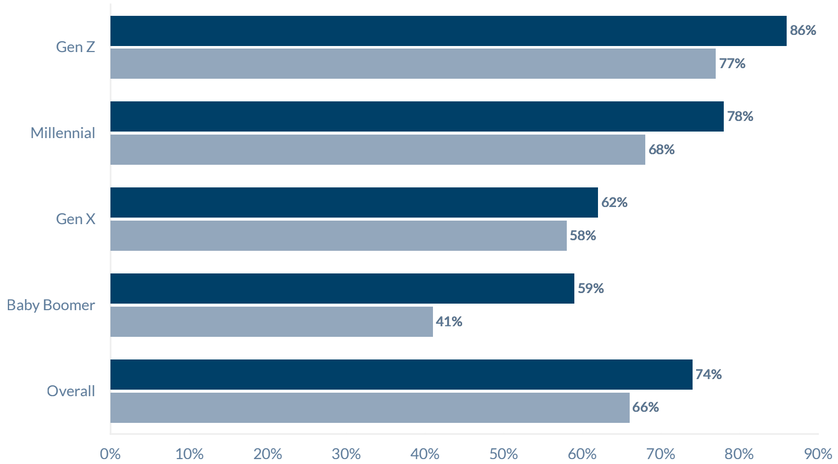
Commitment to the organisation



Commitment to direct manager



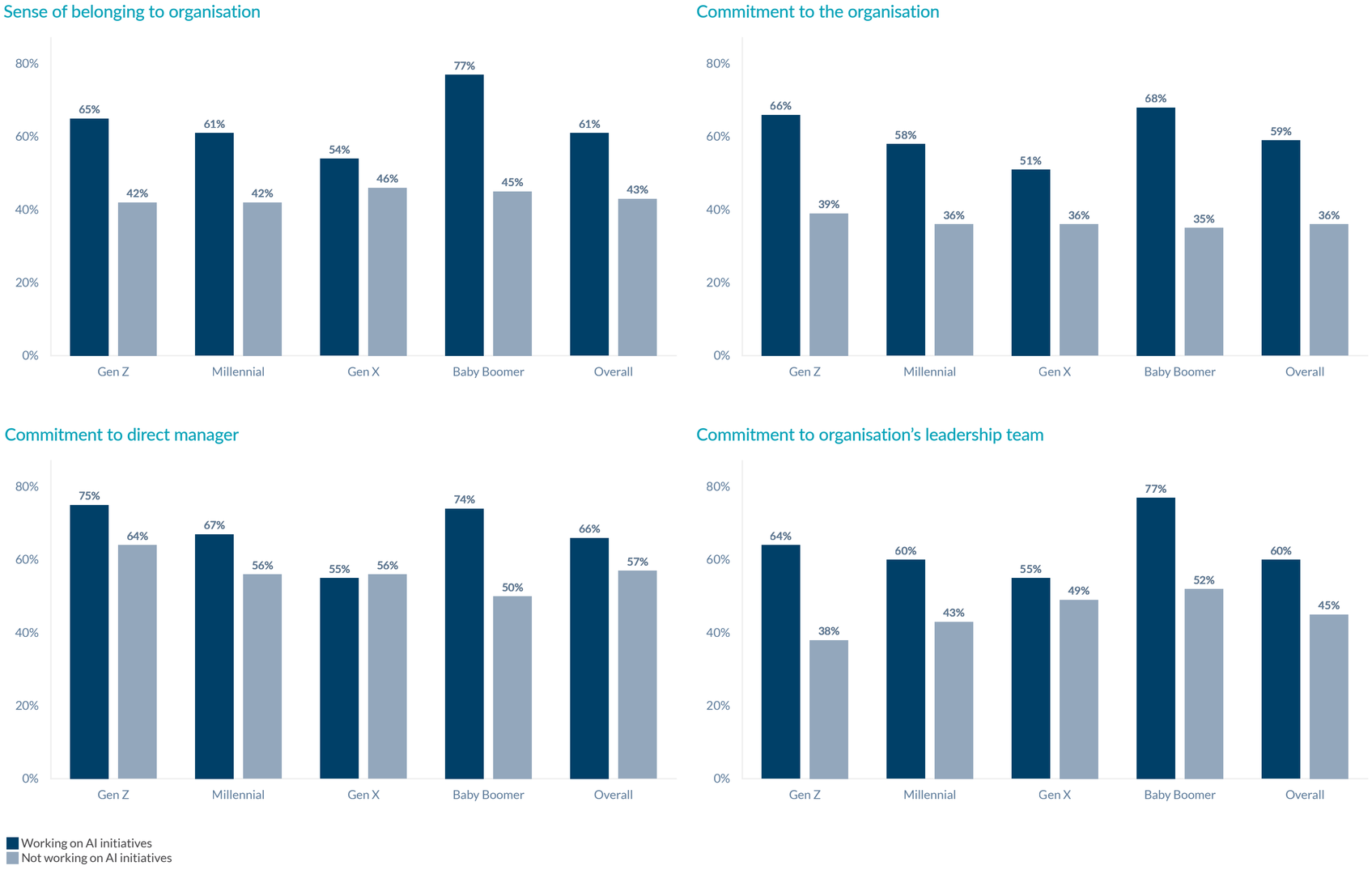
Commitment to organisation's leadership team

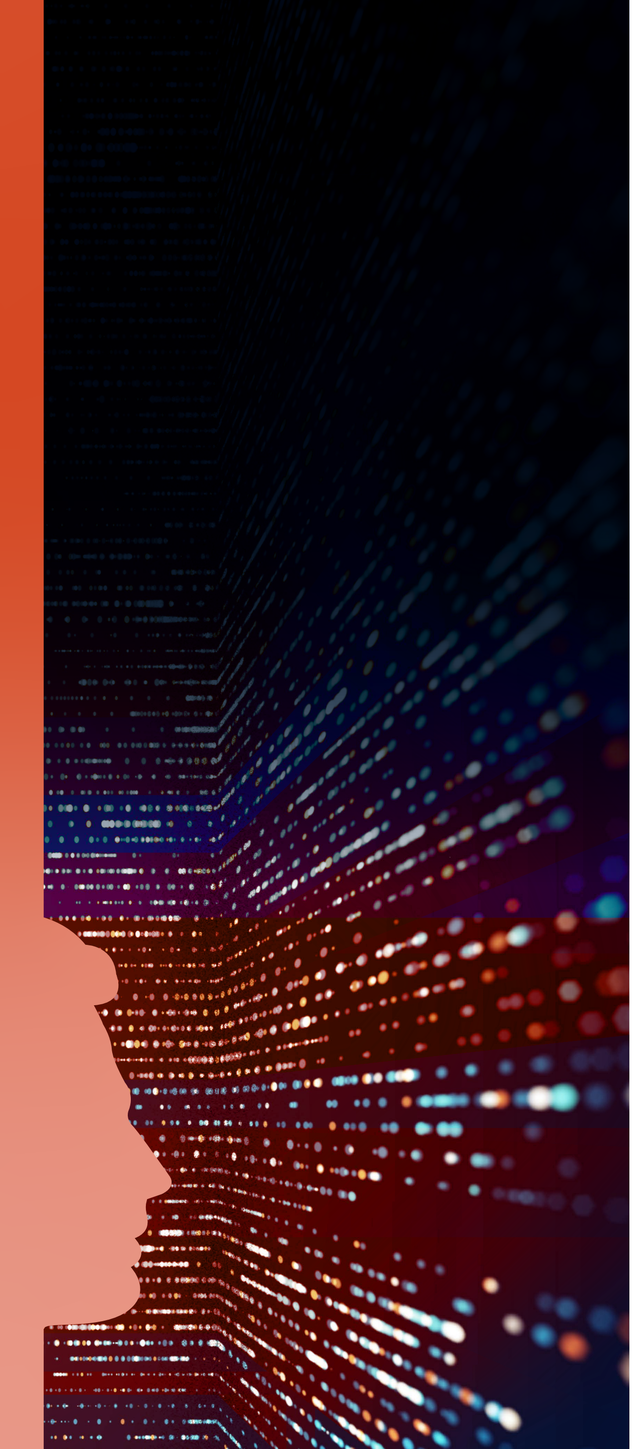


Using AI in job role (adopters)
Not using AI in job role (non-adopters)

More targeted, practical interventions, such as tailored AI training, peer learning networks, and well-designed incentives, appear to be more effective in encouraging AI adoption and productivity.

Figure 30: Proportion of employees who report a) belonging, b) commitment to the organisation, c) commitment to their direct manager, and d) commitment to the organisation's leadership team based on working/not working on AI initiatives by generation





CONCLUSIONS

As AI becomes more embedded in the workplace, its productivity benefits will only be fully realised when adoption is broad, inclusive, and intentional. For leaders, this means investing in strategies that support employees across generations.

Targeted training, especially for older-generation employees, can expand adoption and raise productivity benefits. Designing clear incentives and peer learning examples can also be expected to increase adoption, as well as integrating AI tools directly into workflows. Building trust through AI transparency, human oversight, and clearly communicated guidelines will be key for leaders to scale AI in a way that is both productive and equitable.

Consistent with previous GENERATIONS reports, we find that generationally diverse teams enjoy greater productivity — in this case, with their AI initiatives. This underscores the benefit of including older generations in AI training and project teams. Our results suggest that involvement in these initiatives is associated with greater employee belonging and commitment. Employees currently working on AI projects are eager to dedicate even more of their time to shaping their organisation's future through AI.

GENERATIONS HUB

Protiviti is proud to partner with The Inclusion Initiative (TII) at LSE on the *GENERATIONS HUB*. The ability to attract and retain top talent in a tightening market is a top risk leaders are facing over the next decade.[32] Adoption of AI and associated technologies also requires skills that are in short supply. This report highlights the people and productivity potential from increasing AI adoption, upskilling and diverse generational representation on AI teams.

For more resources to help leaders navigate the multigenerational workplaces of the future, the *GENERATIONS HUB* provides research-grounded resources to help teams perform at their best while attracting, retaining, and developing multigenerational talent. For more relevant publications, articles and events that cover the latest behavioural science findings on this topic visit the *GENERATIONS HUB*.

[32] Protiviti (2025). *Executive Perspectives on Top Risks for the Near-and Long-Term.* www.protiviti.com/uk-en/survey/executive-perspectives-top-risks

Participate in our next GENERATIONS Global Annual Survey

The *GENERATIONS Global Annual Survey* draws on the experiences of workers, managers, directors and C-suite executives to understand 'what matters' in driving productivity and talent retention across generations. The benefits outlined in this report highlight the need for ongoing understanding of the experiences of workers across the generations, with a clear path toward work practices that drive the performance of increasingly multigenerational teams.

The *GENERATIONS Global Annual Survey* aims for an ambitious understanding of generations and the organisation-wide practices that improve performance and employee experiences. Specifically, the survey aims to surface actionable insights leaders can leverage to respond to global talent challenges and to shape their employee experience to overcome key productivity blockers.

For leaders committed to unlocking the potential of a multigenerational workforce by maximising intergenerational inclusion and productivity, we would invite you to follow the latest insights at the *GENERATIONS HUB* and participate in the *GENERATIONS Global Annual Survey*.

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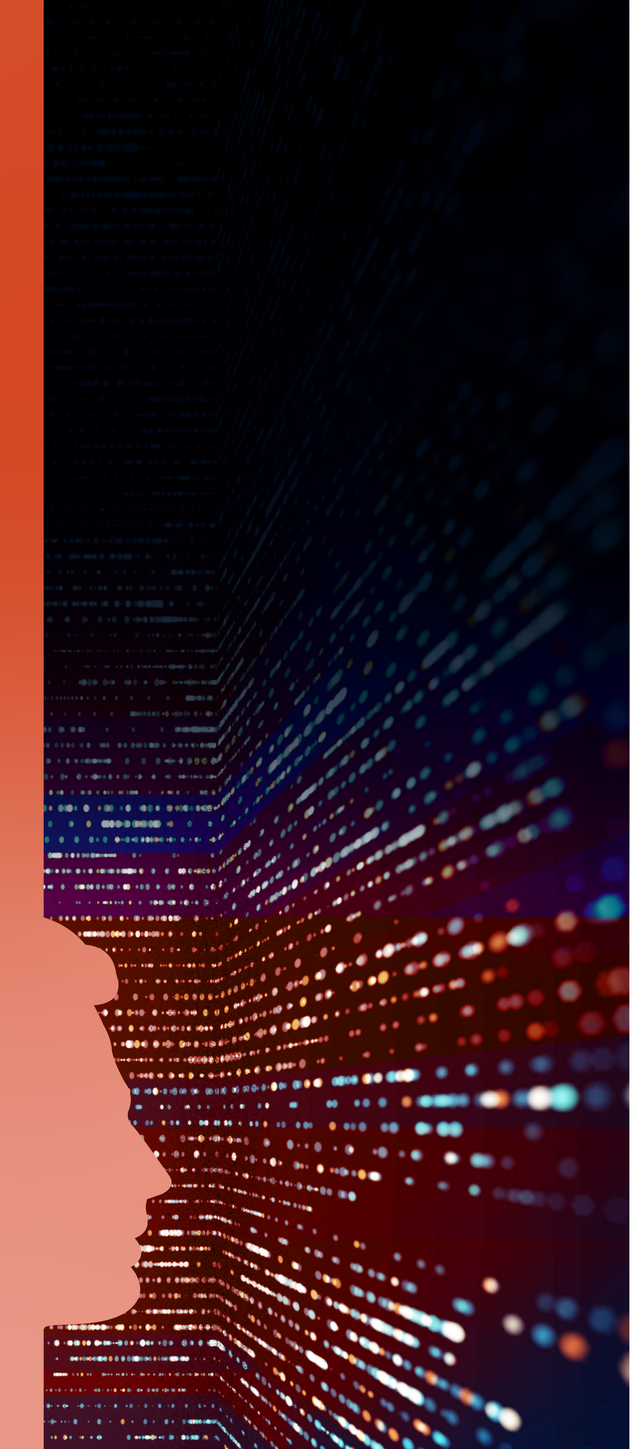

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The Inclusion Initiative: The Inclusion Initiative (TII) leverages behavioural science insights to advance the understanding of the factors that enhance inclusion in financial and professional services firms. Located within the London School of Economics and Political Science, TII produces rigorous research and measures to help firms understand barriers to inclusion, quantify the benefits of inclusion and achieve better inclusion outcomes. Email: TII@lse.ac.uk

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