

C&T Industry Strategy Officers Community



AI at Work: From Productivity Hacks to Organizational Transformation

COMMUNITY PAPER

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Foreword



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AI at work: What the earliest signals are telling us – and what leaders need to do now

We are living through one of the most important transitions in the history of work. For decades, digital technologies have reshaped production, logistics, customer service and even strategy. But artificial intelligence – especially modern generative AI – is different in both its speed and the scope of tasks it can take on. It is no longer limited to routine, codified work. It now reaches deeply into analytical, creative and communication tasks that were historically considered the foundation of early-career “knowledge work”.

This community paper, produced in collaboration with leading technology and services firms that are both building and deploying AI at scale, offers a rare view inside that transition. It does not speculate about what AI might accomplish some day. It documents what is already happening inside organizations today: how work is being redesigned, which skills are being repriced and how leadership, not just technology, is determining who benefits.

Leaders are discovering that AI can now perform many of the traditional “first-rung” tasks that historically justified hiring a large class of junior analysts, assistants, researchers and associates: draft the briefing; prepare the summary; generate the first pass at a marketing concept; triage the customer ticket; build the slides; do the first compliance check. Those tasks are no longer the exclusive domain of entry-level hires.

This has two profound implications.

First, the risk. If you remove the first rung of the career ladder, you are not just changing cost structure. You are potentially damaging your firm’s talent pipeline. You are making it harder for the next generation to acquire tacit knowledge, mentorship and judgement. Over time, that erodes managerial depth and strategic capacity. You cannot promote people who were never hired.

Second, the opportunity. The same tools that allow AI to handle first-draft work can, if deployed thoughtfully, accelerate human development instead of replacing it. We are already seeing cases where junior employees are brought into higher-value conversations earlier, supported by AI co-pilots and internal knowledge assistants. Rather than spending their first year formatting decks and responding to tier-one tickets, they are sitting in on client meetings, synthesizing options and exercising judgement – years ahead of the old schedule. This model can produce not fewer skilled workers, but stronger ones.

Which outcome you get is not determined by the technology. It is determined by leadership.

That is, ultimately, the core message for business leaders: the economic gains from AI will not come simply from “installing” a model. They will come from redesigning workflows, incentives, management practices, governance and upskilling pathways so that humans and AI together create more value than either could alone. The same model, dropped into two different firms, can be either a demo or a transformation. The difference is organizational.

This is why I have argued for years that the real bottleneck in the digital economy is not invention – it is diffusion. We are quite good,

as a society, at producing powerful technologies. We are much less good at translating those technologies into broad-based productivity growth, higher wages and shared prosperity. That translation challenge is one of the reasons I helped start Workhelix. Our focus is to help companies identify specific workflows where AI can augment workers, boost measurable performance and create durable competitive advantage – not just cut short-term labour costs. The goal is empowerment, not hollowing out.

It is also why skills are now the strategic currency of the firm. In my role co-chairing the World Economic Forum's Future of Jobs efforts, we have emphasized that organizations cannot treat skills development as an afterthought or an HR talking point. It is core infrastructure. The firms that will lead in the AI era are those that build systems for continuous reskilling, internal mobility and human-AI collaboration. They recognize that the half-life of many technical skills is shrinking, but the value of adaptability, judgement and domain expertise is rising.

Finally, we cannot navigate what we cannot measure. One of the reasons why data from payroll platform ADP and other high-frequency sources is so important is that they let us move beyond static, backward-looking averages. They let us see, almost in real time, where employment is tightening, where opportunity is expanding, and where pressure is building. That kind of visibility is essential for responsible leadership. It allows us to respond early, not after the damage is done.

The story of AI and work is not prewritten. We can choose an outcome in which AI amplifies human capability, accelerates learning, improves service quality, raises productivity and supports broadly shared prosperity. Or we can choose an outcome in which AI quietly erodes access to economic opportunity and concentrates gains narrowly.

The companies represented in this paper are showing us, right now, what both paths look like. Our responsibility – as executives, policy-makers and researchers – is to scale the path that creates more value for more people.

Foreword from the community



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The world is moving rapidly from theoretical debates about artificial intelligence to the lived reality of its impact on work. Today, organizations are no longer asking “if” AI will change how work gets done; they are experiencing at first hand how it is reshaping roles, workflows and the very fabric of their enterprises. This paper captures a unique front-line perspective from leaders across the sector who are not only developing the technology but also experimenting, learning and adapting their own workforces to an AI-augmented reality.

Our experience, and those of our colleagues who contributed to this paper, shows that the promise of AI is not about replacing people with machines. Instead, it is about reimagining how human and digital capabilities work together. The examples highlighted here demonstrate that success in realizing AI's full potential demands a fundamental redesign of workflows, a commitment to reskilling people and a deep focus on embedding trust and governance into every layer of the organization.

As members of the World Economic Forum's C&T Strategy Officers community, we are united by optimism about AI's potential, but also by realism about the complexity of putting it into practice.

We recognize that workers across industries are understandably anxious about what AI means for their jobs and futures. Therefore, as tech leaders, we have a responsibility to ensure this transition is inclusive, human-centred, and focused on creating meaningful, fulfilling work. Our technology development and deployment must go hand in hand with investing in digital skills, ethical standards and supportive organizational cultures.

But the future of work is not a challenge for the C&T industry alone. It requires ongoing dialogue and partnership between business, government, academia and civil society. This paper is a contribution to that dialogue, providing a candid look at how the transformation of work is already unfolding, and what we must do to guide it wisely. What is clear from the experiences shared here is that leadership, learning and responsible innovation will determine whether AI becomes a driver of shared prosperity or division.

We hope you enjoy reading this paper and find its insights valuable as you navigate the opportunities and challenges of the intelligent age.

Executive summary

Artificial intelligence is shifting from pilots and productivity hacks into the foundational operation of companies.

Three years after the release of ChatGPT, many firms are still in the early stages of adoption, but the experiences of technology firms offer a rare insider's view of how AI is changing work.

Supported by concrete examples of artificial intelligence (AI) use cases across functions and industries, these insights shift the narrative from theory to reality. They confirm several familiar themes, including automation of routine tasks, augmentation of professional roles and the creation of new AI-native jobs – where AI is an intrinsic, foundational component of the job's core functionality. They also challenge some conventional wisdom. Key takeaways include:

- **Scaling is as much an organizational feat as a technical one.** Success depends on high-quality data, governance, organizational redesign and integration into workflows; without those pieces, AI risks becoming a costly distraction.

- **Job hierarchies are shifting in unexpected ways.** Routine starter tasks are being automated, but greater vulnerability may lie in mid-career coordination roles, not at the entry level.
- **Cultural dividends may be as valuable as productivity.** Business leaders have seen reduced burn-out, faster learning and greater employee engagement when AI was integrated into work.
- **Adoption is advancing unevenly.** Large enterprises drive frontier experimentation, while smaller firms and emerging markets may leapfrog with inventive, context-specific applications.

These findings are early signals rather than settled outcomes. But they point executives towards the long-tail, high-impact questions that could shape the future of work: how to redesign career trajectories, how to measure and sustain cultural gains, how to embed accountability into AI systems and how to adapt strategies across diverse global contexts.



Introduction

In the three years since ChatGPT was launched, how AI will affect the workplace remains a polarizing question.

Utopian visions cast AI as a limitless productivity engine. Pessimistic narratives warn of widespread job losses and social disruption. Much of the public conversation is caught between these extremes. Even scholarly and industry studies, while more measured, tend to analyse AI at a distance – by modelling its potential impacts or extrapolating from surveys – rather than tracing the lived experience of companies on the frontier.

This community paper tries to add a different vantage point. It draws on the experiences of more than 20 leading technology firms across three regions that are not only building AI tools but also deploying them at scale within their own organizations and their clients.¹ Their perspective provides a rare insider's view: what happens when AI moves beyond pilots and individualized usage to become part of the scaffolding of the enterprise itself? What promises do companies see, what realities do they confront and what futures are they beginning to design?

To bring structure to these insights, the paper proceeds in three stages:

1. **The promise** explores AI's potential to collaborate and orchestrate tasks at various workplaces, with benefits extending beyond productivity into innovation and culture.

2. **The reality** examines how firms grapple with scaling bottlenecks, the experience of workers and organizational blind spots.
3. **The future** looks at immediate action items for organizations adopting AI, and large questions that remain unanswered. It also highlights the responsibility of the tech sector to support workers in all industries in making this transition and to create economic opportunities for all.

Companies in the community acknowledge that some of their findings are anecdotal and require more depth and systemic measurement. But for decision-makers both inside and outside the tech sector, these lessons matter. They suggest that AI's impact on work will not be determined by technical capability alone, but by how organizations imagine, measure and govern the new systems they are now building. This transition is redefining how people work, learn and lead and so the real story of AI is about human, not technological, transformation.



1

The promise of AI

The scholarly literature on AI and work highlights several main themes: automation, augmentation and transformation.

The first key theme in scholarly texts is **automation**: a range of studies suggest that once-stable tasks, from data entry to legal review, are increasingly subject to substitution. The second is **augmentation**: these reports depict AI as absorbing repetitive or data-heavy work and allowing humans to focus on judgement, creativity or collaboration. The third theme is **transformation**: organizations adapt by creating new AI-native roles, redesigning roles and rethinking the trajectories of employees' early-career experiences.²

This spectrum provides the foundation for understanding how members of the World

Economic Forum's Communications and Technology (C&T) community describe the promise of AI in practice. Their perspectives confirm much of this literature but also extend and nuance it in unexpected ways.

On **automation**, C&T companies see that AI-driven automation can offer measurable efficiency and effectiveness gains, benefiting multiple departments across diverse industries. Its impact extends beyond internal operations and frequently cited cost reductions in software development.



In practice: As a multinational oil and gas company, Petrobras faces complex tax regulations. Automation Anywhere worked with the company to upload 150 pages of intricate Brazilian tax regulations and three months' worth of tax data into its latest AI model. In just three weeks, the results were astonishing – Petrobras uncovered \$120 million in tax savings. Furthermore, the tax department accomplished the unprecedented feat of filing taxes within three days, marking the first time in 15 years that it avoided working during a tax season weekend.



In practice: A global life sciences company used ServiceNow's AI platform to streamline lab supply management. Manual ordering took up to 30 minutes per request; now, AI-driven automation completes the process in seconds. The solution handles 60,000+ requests annually across 400+ categories, saving 30,000 hours per year. Beyond significant productivity gains, it also resulted in improved compliance. It shows that companies should start with a high-volume, repetitive process where automation delivers measurable return on investment (ROI) and then scale AI adoption confidently.



Importantly and surprisingly, companies report that AI already excels at performing complex tasks – not just rote or clerical work, but judgement-heavy domains such as contract review, compliance checks and

design iteration (see Box 1). These observations suggest that the boundaries between automatable tasks and judgement-intensive, professional work are thinner than was once assumed.

BOX 1 Automating beyond expectations

When AI first entered the workplace, many assumed its reach would be confined to repetitive or clerical tasks. C&T companies now report that it is extending much further, into domains once considered judgement-heavy:

- **Drafting and redlining contracts** – AI agents now handle contract preparation and risk flagging in legal functions that once required junior lawyers.
- **Multiway invoice matching in finance** – AI systems perform complex cross-checks in financial operations, a task previously reserved for experienced analysts.

- **Design iteration** – AI enables account executives and solution consultants to co-create higher-fidelity prototypes with clients, which reduces mundane tasks and accelerates the design process.

The promise, companies argue, is not to eliminate professional roles but to relieve them of their most time-consuming and less-interesting repetitive burdens, allowing humans to focus on negotiation, oversight and client engagement.

On **augmentation**, companies consistently describe AI less as a discrete tool to perform routinized tasks and more as a general-purpose collaborator. Specifically, the rise of agentic AI allows AI to take independent action, enabling the emergence of “digital workers” that work side by side with humans. The promise is a future where human workers are being augmented with a fleet of agents that extend their reach and capabilities. Such usage of AI positions workers as orchestrators supervising AI systems that generate the options, analyse big data and simulate scenarios.

In this view, the promise of AI lies not only in efficiency gains but also in navigating new distributions of labour that emphasize human judgement being reserved for oversight, final decision-making and organizational learning. Notable examples can be found in client-facing positions, where professionals want to dedicate most of their efforts to problem-solving and developing customized solutions in collaboration with clients (see Box 2).



In practice: Celonis is working with one of Europe’s largest manufacturers of premium packaging steel to achieve real-time visibility of its material flows and, as a result, allow it to better anticipate supply-chain risks and ensure planning stability. Using AI, the company is minimizing scrap from unsold materials and automatically identifying the best customer for potential scrap materials, with human-in-the-loop validation for adjustments. The AI-powered tool then generates structured email offers, letting customers review, approve, reject or modify an order for these materials with just one click.



Companies described how AI is raising the quality of client-facing work, such as sales or customer support. When solving a customer's issue, empathy and personal connection can be just as important as the technical expertise needed to resolve the problem. For example, customer support AI agents can be trained to do sentiment analysis and escalate to a human agent when they detect a change in the customer's tone. In addition to improving the customer's experience, these use cases can directly drive core business metrics, such as revenue growth or renewal rates.

At **Pegasystems**, Pega Blueprint™ streamlines the ideation, design and building of enterprise workflow apps, reducing weeks of discovery and demo-building to hours. GenAI drives creative process design, while AI agents are deployed to follow the prescribed workflows, thereby making AI predictable and governable. Even new hires can lead collaborative design sessions, providing live, real-time examples in meetings. For example, Vodafone used Blueprint to both radically improve its radio optimization process

in just seven weeks and complete its budget process, from ideation through to delivered production app, in under 40 hours.

Snowflake successfully launched a go-to-market assistant based on its Snowflake Intelligence solution, for higher-quality customer conversations with less preparation. The large language model (LLM)-powered assistant unifies marketing, learning and development, CRM and performance data within Snowflake's platform, and makes it all accessible to business users through a natural language interface. The assistant is being used by 1,500 weekly average users, with a >90% Net Promoter Score (NPS). More importantly, customer teams are reporting more time spent on better, higher-quality interactions focused on customer needs.

As these cases show, AI is not just cutting busy work. It is making client conversations sharper, helping juniors contribute earlier and giving professionals more room to focus on strategy and relationship-building.

On **transformation**, C&T firms highlight the potential for AI to reshape careers, foster talent development and positively affect work cultures. They describe AI as a coach and tutor. Its adaptive feedback mechanisms can accelerate learning and reduce the preparation time for employees to become client-ready or manager-ready. Business leaders also point to cultural dividends beyond productivity: workers

experience less burn-out, enjoy faster decision cycles and have more opportunities for experimentation or prototyping. While these potential benefits vary across companies and industries, they hint at an expanded conception of AI's promise – one that includes improved employee experience and organizational culture alongside measurable efficiency.



In practice: Telefónica deployed AI-powered recommendation engines to support a skills-based organizational strategy, enabling predictive and personalized career pathing for each employee. With 76% of employees having their skills mapped in a common taxonomy, the system extracts skills, matches roles and suggests job positions and learning courses with 80–90% accuracy. Annually, it recommends around 3,000 job vacancies and 12,500 learning courses. This initiative has enhanced internal mobility, engagement and alignment between individual development and business needs.



In practice: HP uses an AI-driven coaching platform to improve employees' video presence and communication skills. The app offers real-time feedback during video calls and personalized practice sessions tailored to roles and business needs. HP uses these tools for sales training, leadership development and onboarding programmes, ensuring employees represent the brand with confidence and authenticity in meetings.

BOX 3 Towards a new skills ontology

Rapid technological change and evolving industry needs are creating a significant mismatch between existing worker skills and employer job requirements. This skills gap is particularly acute in information technology, finance, healthcare and manufacturing. To address this gap, ADP – one of the largest payroll platforms in the US – built a skills ontology that uses a proprietary dataset of

millions of job postings, résumés and wages. This approach allowed ADP to analyse job requirements and develop a rigorous set of skills needed for each occupation. The ADP skills ontology is being used by clients in target industries to track internal and external worker migration and any associated changes in compensation.

Taken together, these insights reinforce the idea that AI is less a job destroyer than a **job shaper**. New roles are emerging – context engineers, human–AI collaboration designers, AI orchestrators and ethics officers – that combine technical fluency with human strengths such as creativity, ethical judgement and relationship-building. As a result, some tech companies see compound roles emerging that blend jobs that were previously

separate. For entry-level workers, their jobs may be redesigned rather than eliminated, with apprenticeships increasingly mediated by AI support.

In short, the promise of AI is that using it for automation and augmentation creates new space for transformation: reshaping how jobs are structured, how careers unfold and how organizations imagine the value of human work.



2

The reality of AI

Companies are steadily moving AI out of the lab and into the enterprise.

Despite the move to deploying AI in real-life situations, the potential productivity gains that dominate headlines remain elusive at the firm-wide level.³ Nonetheless, tech leaders describe clear progress towards embedding AI as part of the

organizational fabric – and the transformational possibilities that could follow as a result. Their accounts suggest that today’s reality is not a stalled revolution but a gradual, uneven shift from experimentation to durable transformation.

2.1 The promise of AI is conditional

A much-quoted MIT study indicates that 95% of genAI implementations do not deliver a positive ROI.⁴ However, the MIT paper also indicates the reasons why: the lack of return is not driven by regulation or model quality but by how companies approach implementation. Most deployments remain stuck in experimentation, boosting individual productivity without delivering measurable business transformation.

Most executives acknowledged that adoption is still uneven. This is not because the technology itself is immature, but because scaling requires extensive foundational work. AI can deliver efficiency, creativity and empowerment – but only when high-quality data, strong governance, workforce

readiness and thoughtful integration into workflows are in place. Otherwise, the technology risks creating disappointment, inefficiency or mistrust.

Executives have experienced situations where AI is implemented as a bolt-on tool, sprinkled across existing tech stacks through co-pilots, productivity apps or closed software environments. These situations do not generate value; real value comes from deploying AI in ways that work across software, apps, CRMs and ERPs, breaking down inherent siloes in the enterprise. Similarly, deploying AI without aligning it to workflows or without redesigning business processes with AI in mind ends up creating more work instead of less.



In practice: One company experienced a situation where finance teams were provided with revenue data via a natural language model, to save analyst query time. The LLM-powered revenue assistant was launched, but the answers were often inaccurate. As a result, usage declined, and the tool was sunset. The key learning: the level of testing required to produce a great user experience varies depending on the strength of the “match” of the technology to the use case (the weaker the match, the greater the level of testing required). LLMs are a probabilistic technology, but for financial data, the answer is deterministic, so only one answer is correct. They can provide accurate deterministic answers, but doing so requires strong prompt development, model training and continuous improvement through testing and piloting.

Still, the risk of over-reliance is real, too. Firms acknowledged that when employees lean too heavily on AI outputs, creativity and learning can suffer.⁵ The challenge is to strike a balance: AI as

a supportive scaffold rather than as a substitute. That balance requires intentional design – training programmes, mentorship and quality controls – to keep humans in the loop.

2.2 Trust and governance

Executives also repeatedly emphasized that scaling AI is not a technical challenge but one of **trust and governance**. AI systems are powerful, but without clear guardrails they risk producing outputs that no one owns, understands or can correct. Several firms noted that this makes trust the constraint for adoption, particularly in regulated industries such as finance and healthcare, and even more so when fully autonomous systems are deployed. The issues raised were varied:

- **Data governance:** High-quality (i.e. clean, secure, connected and privacy-compliant) data is essential, yet is often not available.

- **Explainability:** AI must provide reasoning or evidence that employees and clients can validate.
- **Bias and fairness:** Leaders are worried about reputational and regulatory damage if systems replicate discriminatory patterns.

The consensus across firms was that governance cannot be an afterthought. Executives described accountability as the foundation for sustainable AI adoption; without it, even the most promising tools risk becoming untrusted black boxes.



In practice: A leading global energy company in the Middle East needed a secure, offline and localized knowledge search solution to handle diverse document types and ensure data privacy without relying on internet connectivity. Challenges included safeguarding sensitive information, managing multiple document formats and enabling GPT-like localized searches. Tech Mahindra, its tech partner, implemented an offline genAI solution with information extraction, database on a local environment, a GPT-like interface using retrieval-augmented generation (RAG), and API integration for seamless functionality. The solution enhanced security, improved efficiency and delivered a user-friendly interface for accurate information retrieval. The impact included better communication, efficient knowledge search and robust knowledge security – supporting the client’s digital transformation.

BOX 4 | The World Economic Forum’s AI Governance Alliance

Far from being a constraint, responsible AI is emerging as the critical differentiator that enables innovation to scale safely, sustainably and inclusively. To harness this potential, the World Economic Forum’s AI Governance Alliance

developed [Advancing Responsible AI Innovation: A Playbook](#). This report offers nine practical, scalable plays to turn responsible AI principles into action and foster a trustworthy, future-ready AI ecosystem through public-private collaboration.



2.3 Reshaping job tiers

AI is not affecting all workers equally. Instead, it is reshaping the various tiers of the job hierarchy in uneven and sometimes counterintuitive ways.

At the **entry level**, many routine tasks – reporting, ticket triage and invoice matching, for example – are being automated. This creates a challenge for traditional “learning by doing”, as foundational work that once gave junior employees experience is disappearing. Many executives highlight the

opportunity to speed up the process of making entry-level workers “client-ready” by shifting the focus from teaching “what and how” to teaching “why”, and from rote learning to developing critical thinking for real-world problem evaluation and resolution. Instead of spending years in the background, new hires can connect with clients earlier in their careers, with managers providing oversight and coaching.



In practice: The e& AI Graduate Programme⁶ is a strategic initiative designed to cultivate the next generation of digital leaders by immersing them in advanced AI and emerging technologies. The programme’s impact is evident in its ability to accelerate professional development, with participants achieving career milestones in just three years – a timeline that previously averaged seven. A core focus of the curriculum is the emphasis on practical application, equipping graduates with a sophisticated toolkit to navigate complex business challenges and fostering a mindset where AI is leveraged as a catalyst for groundbreaking innovation. This approach nurtures critical thinking and empowers graduates to deliver differentiated, high-impact outcomes, thereby driving substantial value and transformative change across the organization.

BOX 5 | Canaries in the coal mine

A new paper, *Canaries in the Coal Mine? Six Facts about the Recent Employment Effects of Artificial Intelligence* is one of the first to quantify the impact of AI in the workplace at scale.⁷ Using granular, high-frequency administrative data from ADP – one of the largest payroll platforms in the US – a team from Stanford’s Digital Economy Lab observed the occupations, tasks and employment of millions of workers at thousands of private companies. They found that in occupations most exposed to genAI, employment for early-career workers – specifically those aged 22–25 – fell by about 13% relative to comparable workers, even after controlling for firm-level shocks. By contrast, employment among more experienced workers in those same occupations remained stable or even continued to grow. They also found that in less AI-exposed occupations, overall employment continued to hold up. Most interestingly, they found that AI which “augments” work is associated with stronger employment growth, whereas AI that merely automates work

was correlated with a negative effect on early career employment in AI-exposed occupations. In sum: the impact is not evenly distributed. It is concentrated, it is already visible in the data and it is landing first on the newest entrants to the professional labour force.

The paper was called *Canaries in the Coal Mine* because historically the earliest, highest-resolution signals of technological disruption appear not in national averages and not across all workers, but in specific pockets of the labour market. These pockets act like canaries in a coal mine: they react first, and they indicate where the pressure will go next if nothing is done. In previous eras, automation first transformed routine manufacturing and clerical work. Today, genAI is transforming parts of professional services, customer interaction roles, legal support, marketing, sales operations and software-adjacent analytic work – especially the entry-level segments of those jobs.

The **mid-career tier** may face the most unexpected pressures (see Box 6). Several executives suggested that if entry-level staff can ramp up faster with AI, and if specialists can focus directly on higher-order tasks, then the coordination and supervision functions that once sustained middle managers may erode. While

no company framed this as an imminent wave of job losses, the implication is that AI could hollow out parts of the middle – a possibility that runs against the popular narrative that junior staff are most at risk. This theme, while not yet supported by data at scale, was a recurring undercurrent in company responses.

BOX 6 | Surprise insight: Mid-career rethink

Most public debates assume that AI's biggest impact will fall on entry-level workers, as routine starter tasks are automated. Yet survey responses from C&T firms suggest a different possibility: **the real disruption could emerge in the middle ranks.**

- If junior staff can ramp up faster with AI co-pilots and academies, the need for long apprenticeships diminishes.
- If specialists can concentrate directly on higher-order work, coordination layers become less critical.

- That leaves mid-career professionals – whose value often lies in supervising, coordinating or gatekeeping information – potentially more vulnerable than either juniors or senior experts.

This theme was voiced cautiously and without hard numbers, but it emerged often enough to warrant attention. AI may not just reshape how jobs start or finish – it could quietly hollow out the middle of organizational hierarchies.

At the **specialist level**, AI is already shouldering pieces of judgement-heavy work. Firms described its use in contract review, compliance reporting and even design iteration (see Box 1). The mood here was not defensive but pragmatic: professionals welcomed AI's ability to strip out time-consuming, detail-intensive work, freeing them for negotiation, oversight and client engagement. Still, the fact that these tasks are

automatable challenges assumptions about what kinds of expertise are uniquely human.

Taken together, these dynamics suggest that AI is reshaping job hierarchies less through wholesale elimination than by rearranging the balance of roles across tiers: reimagining the entry stage, pressuring the middle and refocusing specialists on the highest-value dimensions of their work.



In practice: The Cisco Networking Academy's Data Science Essentials with Python course delivers project- and problem-based learning at scale. Rather than passively consuming static content and then completing isolated exercises, learners are immersed in a dynamic, project-centred curriculum. The learning journey is shaped by real-world projects that require active enquiry, critical analysis and collaboration. Throughout, AI-powered tools deliver continuous, tailored feedback by observing students' approaches, prompting reflection and guiding them to deepen their reasoning. For example, a learner might analyse a complex dataset and produce a report, which can then be shared as a tangible demonstration of newly acquired skills. This method ensures that learning is interactive, iterative and directly tied to the practical demands of the workplace.

2.4 | Uneven adoption

Today's AI adoption is uneven. Large enterprises in developed markets dominate the early use cases, while adoption in smaller firms, governments and organizations in emerging markets has been non-linear, with both major breakthroughs and considerable caution.

Executives saw this not as a story of lag, but of potential.

For **smaller firms and non-profits**, out-of-the-box tools and "AI-as-a-service" offerings allow lean teams to automate routine work, stretch tight budgets and deliver more personalized services. Several leaders described this as a way for small organizations to "punch above their weight". They also provide

opportunities for so-called [AI-First Enterprises](#): AI-native start-ups that are pushing the boundaries of innovation with tiny teams by fully embracing AI tools from day one.

In **emerging markets**, executives pointed to leapfrog opportunities: AI-native solutions accessed principally via smartphones that bypass legacy infrastructure in fields such as healthcare, education and citizen services. At the same time, technology leaders flagged sovereignty concerns – reliance on a few global providers could leave countries or smaller players vulnerable. The adoption and promotion of interoperability will have a significant impact on facilitating compatibility and integrating AI models

across different platforms and systems, fostering innovation and reducing barriers to entry.

The consensus was that the spread of AI will not be uniform, but complementary. Large firms will continue to drive high-end development, while

smaller organizations and emerging economies may showcase some of the most inventive applications. Extending AI's reach, executives argued, is not about replicating the enterprise playbook everywhere, but about matching tools to context.



In practice: SAP observes uneven AI adoption across its business units and lines of business. The pace of progress varies depending on factors such as underlying platforms, process interdependencies, data quality and organizational mindset. For instance, leveraging its own cloud-based HR solution, SuccessFactors, SAP integrated AI capabilities years before comparable advances were possible in areas with more complex data and system landscapes. Similarly, engineering functions have realized greater AI-driven efficiencies than business units with less standardized processes, underscoring that even within a single enterprise, AI adoption is far from uniform.

Taken together, these realities show that AI's impact inside firms is neither linear nor uniform. Adoption is progressing, but unevenly. Job hierarchies are being reshaped, albeit in unexpected ways. Workers are adapting with a mix of excitement and caution. And governance remains a moving target. The

mood among C&T executives has been generally positive, with challenges seen as being solvable rather than paralyzing. Yet their experiences make clear that embedding AI at scale will demand cultural adaptation and accountability as much as technical innovation.



3

The future of AI and work

For executives navigating AI adoption, success will require making clear-sighted decisions while acknowledging that large unknowns remain.

The perspectives gathered here are not forecasts or statistical models. Instead, they offer snapshots from technology firms working every day to implement AI at scale, in their own organizations and with their clients. Their evidence is partially anecdotal, but it offers an

important pulse check on how early adopters see the future of work unfolding.

These early signals suggest both immediate action items to support workers and large questions that remain unanswered.

3.1 Four imperatives to support workers in adopting AI

1 Build AI fluency throughout organizations

AI fluency will become as fundamental as digital literacy. Organizations will soon expect everyone to work effectively with AI tools, regardless of role. To foster AI fluency throughout organizations, companies must move beyond technical training and focus on cultivating universal capability and a culture of ongoing learning. This involves treating AI tools as collaborative partners – much like interns or thought partners – by encouraging clear communication, iterative feedback and habit-building rather than coding expertise.

Large enterprises are investing in scalable training programmes and embedding AI into everyday workflows, enabling both new hires and experienced professionals to become “AI natives” who intuitively use AI to enhance their roles. Organizations where AI stays siloed in technical teams will lose advantage to those where augmentation becomes universal.

The scale of investment is remarkable. One firm has trained more than 200,000 employees in foundational AI concepts. Others have committed substantial investments to reaching tens of millions of learners globally through free courses. The emphasis is less on one-time training than building structures to enable ongoing learning and reinvention.



In practice: In August 2025, Cognizant advanced its commitment to build a global workforce in which everyone has the tools to innovate with AI. The company assembled a global generative AI hackathon designed to democratize innovation and empower its associates with AI skills. Over 10 days, more than 53,000 associates from 40 countries collaborated to explore real-world applications of AI, producing 30,600-plus ideas and working prototypes. These ranged from an HR wellness companion app for busy professionals to tools that ensure brand compliance in marketing campaigns. Through this learning-driven initiative, Cognizant set a Guinness World Records™ title⁸ for the most participants in an online generative AI hackathon, underscoring the company’s commitment to enterprise-wide AI literacy and an AI-enabled global economy.

2 Redesign career pathways

AI is reshaping how people enter organizations, how they progress and where they ultimately contribute value. A surprise observation from C&T firms was that this transformation may be most disruptive not at entry level – where much public attention focuses – but throughout the entire career arc.

At the entry level, companies are rethinking how new employees build foundational skills. Some have built internal AI academies and reshaped onboarding processes. One company described how its AI tools help new hires to sit down with clients and build out workflows live in meetings – tasks that formerly required weeks of training and technical know-how. Junior staff can participate in substantive client work much faster than traditional timelines would allow.

But the implications extend beyond entry level. If juniors can ramp up faster and specialists

can focus on high-stakes decisions, then the coordination functions that once sustained mid-career professionals may need reinvention. This is not a prediction of mass lay-offs but rather a recognition that career ladders built on years of incremental responsibility may need restructuring when AI compresses learning timelines.

The challenge for leaders is to map how AI changes career progressions in their specific organization and to identify new forms of value creation at all career stages. This may mean designing non-linear paths or using operating archetypes (e.g. “productcentric, agentassisted squads”) that allow lateral moves and project-based advancement. It might also mean finding ways to preserve institutional knowledge transfer even as traditional progression changes. The goal is to design career ladders that remain motivating and meaningful even as the rungs between entry and expertise shift.

BOX 7 The responsibility of the C&T sector

Members of the World Economic Forum’s C&T community fully acknowledge that the sector is not just a creator of tools – it is a shaper of societal trajectories. As AI becomes deeply embedded in work and life, the sector must take a proactive responsibility in preparing the broader workforce for an AI-augmented future. Members fear that if this is left to chance, it risks deepening the skills divide and increasing social disparities.

As a concrete step, the Forum’s C&T community joined together to announce a pledge at the World Economic Forum 2026 Annual Meeting in Davos-Klosters: “**Commitment to Creating Economic Opportunities for All in the Intelligent Age**”. This pledge includes commitments to three pillars:

1. **Access:** Provide workers and potential workers with access to AI and other relevant digital technologies – free of charge and considering potential socioeconomic, cultural or language barriers.
2. **Skills:** Enrich workers outside our own organizations with AI, digital and human skills

to work more productively in their current roles, to be better positioned for newly created jobs or to bridge to new digital roles as current roles are displaced by AI.

3. **Job pathways:** Create pathways to equip those who lack formal tech qualifications with an opportunity to access the digital, AI-native jobs of the future. Examples include programmes such as apprenticeships for entry-level workers or mid-career workers (including veterans), skills-based hiring practices within own organization or with partners, or community outreach programmes targeting entry-level professionals through high-schools, community colleges or professional/industry networks.

Additionally, many of the C&T companies are members of important industry collaborations and public-private partnerships such as the AI Workforce Consortium,⁹ AI4K12.org,¹⁰ TeachAi.org¹¹ and the White House Task Force on AI Education.¹²

3 Measure and invest in cultural dividends

Beyond productivity, executives described AI as delivering benefits that rarely appear in quarterly reports: reduced burn-out, faster learning, more engaging work and greater willingness to experiment. When workers interact with AI as a strategic partner, they shift from doing to owning. This mindset fosters a culture of trust, experimentation and continuous improvement, where clear communication and stakeholder alignment replace mundane tasks and

hierarchical control. These cultural dividends, if real and durable, may prove as strategically important as efficiency improvements.

A healthcare example is striking. AI agents handling medical records entry and claims coding reduce burn-out not just by saving time but by allowing providers to focus on patient care – work that medical professionals tend to value most. Similarly, development tools increase satisfaction by freeing time for creative problem-solving rather than routine fixes. One company described how AI encourages a “think big” mentality where employees at all

levels examine tasks and imagine alternatives. This cultural shift towards experimentation may be as valuable as any productivity metric.

The challenge for organizations involves harnessing such benefits that resist quantification. Few organizations have established rigorous ways to track how AI affects workplace culture over time. Leaders who want to capture cultural dividends need baseline metrics before major deployments and must communicate cultural improvements as strategic wins, not soft benefits. If AI's lasting value lies in improving work quality rather than just speed, organizations need to measure these gains with the same rigour applied to traditional performance metrics.

4 Build governance infrastructure before scaling AI

Trust, more than capability, shapes AI adoption. Without clear accountability frameworks, even impressive AI tools become organizational liabilities. Technology business leaders described governance not as a brake on innovation but as the foundation for sustainable deployment.

The forms of good governance may vary. Heavily regulated industries need AI that provides clear explanations and avoids opaque “black box” determinations, reached without visibility as to the reasoning. To mitigate these risks, it is essential that AI agents are integrated into clearly defined workflows, ensuring their actions remain transparent, accountable and aligned with desired business outcomes. Others have appointed AI risk and ethics officers who oversee models throughout their life cycle. Some firms have established committees that conduct pre-implementation evaluations to consider principles such as fairness, explainability and accountability.

The imperative is straightforward: good governance frameworks must exist before deployment, rather than be imposed as an afterthought. Before scaling AI deployment, organizations must consider: who owns the decision-making? Who is responsible for its output? Without clear answers, companies risk replicating the frustrations already endemic to modern bureaucracies – systems that produce suboptimal outcomes no one seems to own, albeit at vastly greater scale and speed.



3.2 Three macro questions

Despite early signals, three fundamental questions remain unresolved. How organizations and policy-makers address these uncertainties will determine whether AI creates broad prosperity or concentrates power and risk.

1 What is “higher-value work” in practice?

Executives frequently shared the observation that AI handled workers’ routine tasks, which allowed humans to focus on “higher-value work”. But what is that work, specifically? Without clear definitions, “higher-value work” risks becoming an empty promise – or worse, a way to veil displacement.

The critical questions include: is there enough genuinely high-value work to absorb workers whose tasks AI automates? How do organizations create new categories of valuable work? Does “higher value” mean strategic thinking, creative problem-solving, spending more time with clients or something else entirely?

If organizations cannot articulate what higher-value work means in practice, AI adoption may deliver productivity without broadly shared prosperity. This vagueness reflects genuine uncertainty about what humans will do in AI-augmented workplaces.

2 What does organizational redesign really mean?

Companies talked extensively about adopting “AI at scale” and embracing “AI-native management”, but concrete models remain elusive. Executives suggested that workplaces would have flatter hierarchies, faster decision cycles and more adaptive workflows. Yet few could articulate concretely what this looks like in practice or how it differs between contexts.

The uncertainty extends across multiple dimensions. A 50-person start-up will implement AI differently from a 100,000-employee enterprise, but the principles distinguishing these approaches remain unclear. When firms describe multi-agent systems managing entire workflows, they may be imagining leaner organizations with fewer management layers. But these redesigns may simply add new complexity without reducing the old. The vocabulary for

describing these transformations and modelling their impacts does not yet exist.

The challenges are both design- and workforce-related: if the traditional roles of mid-tier coordinators change or compress, what replaces them? Companies are moving from pilots to systematic integration without clear templates for what success looks like. Without clearer models, executives risk replicating structures that might work well for tech giants but fail in healthcare, manufacturing or public-sector contexts where the constraints and objectives differ fundamentally.

3 Who is responsible for decisions made by AI?

As AI systems make increasingly consequential decisions – such as approving loans and diagnosing health conditions – the question of accountability becomes urgent but remains largely unanswered. Who owns the outcomes when AI-mediated systems produce answers that no one wants but also no one ultimately controls?

Economist Dan Davies calls these problems “accountability sinks” – like when a gate agent cannot explain an automatic rebooking after a flight mishap, or an insurance agent is powerless to override a claims denial.¹³ These frustrations already permeate modern organizations. AI threatens to multiply and compound them.

Similarly, “agentic identity” is an emerging area within cybersecurity dealing with technical, legal and governance questions that companies adopting agentic AI will need to navigate. Does an AI agent have the same identity and permissions as its creator, or does it have its own? Who is liable when an AI agent makes an error: the vendor that supplied the AI agent or the customer that ran it in their environment?

The stakes of these questions extend beyond organizational efficiency and affect the legitimacy of institutions and people’s trust in governance. Without resolution, AI could create a world in which consequential decisions feel imposed rather than chosen, eroding public trust in institutions. The challenge is not just technical but organizational and political: building systems that preserve meaningful human agency even as they become more powerful.

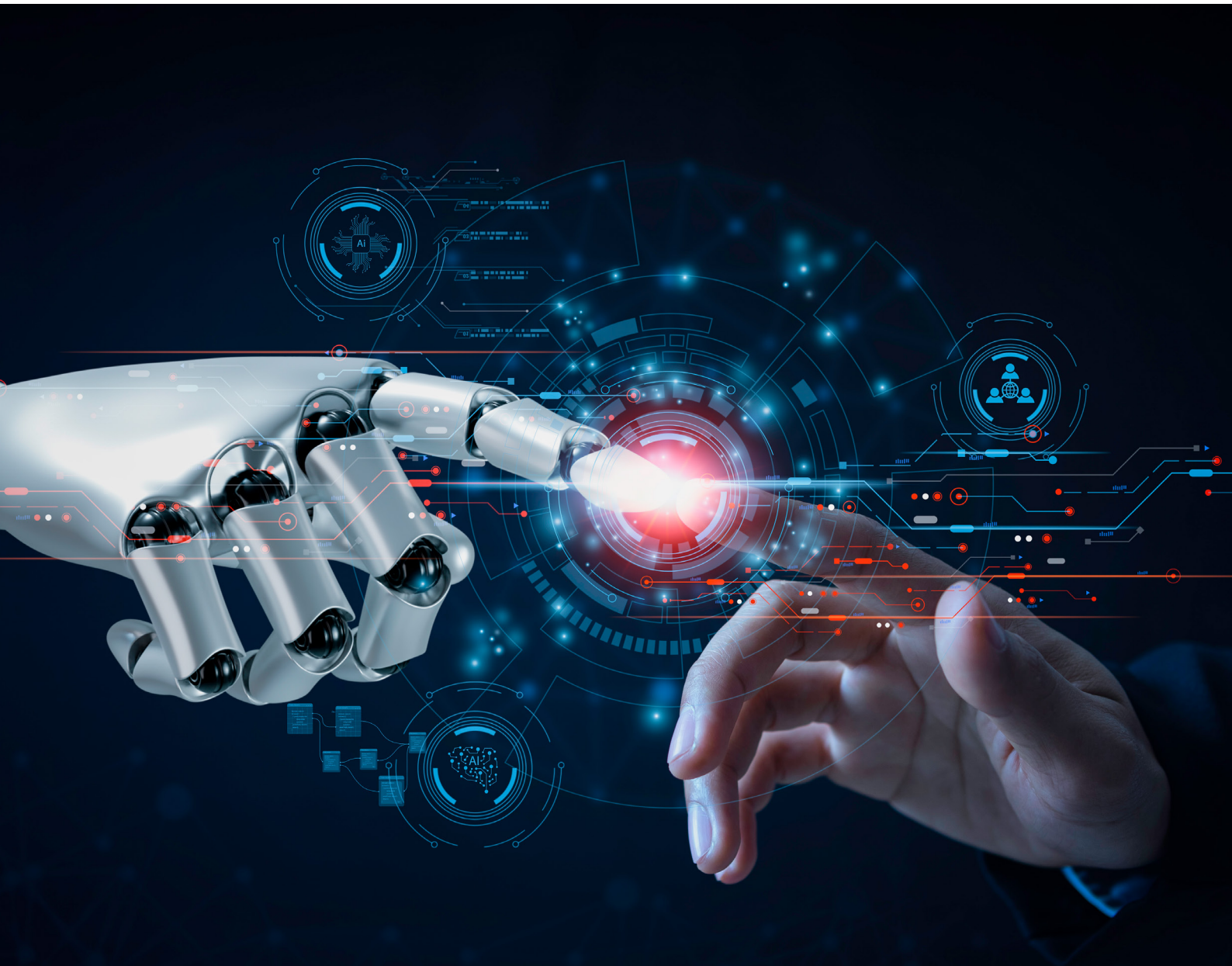
Conclusion

The experiences highlighted in this community paper are drawn from leading technology firms whose resources, technical expertise and adaptable cultures enable rapid change. However, effective AI adoption varies widely across sectors and geographies. What succeeds in tech may not translate directly to other industries, small businesses or the public sector, each of which faces unique constraints and accountability requirements. Likewise, emerging markets might leapfrog legacy systems or encounter infrastructure and sovereignty challenges absent in developed economies.

Nonetheless, a common theme unites companies' positive experiences with AI adoption: the greatest gains come not from replicating others' practices but from adapting tools to organization-specific needs, sector-specific challenges and local realities. Technology alone does not define the future of work; human-centric issues such as culture, governance, and creativity do.

The findings here point to clear actions leaders can take now to prepare workers: make AI fluency universal; redesign career pathways; measure cultural gains; and build governance before scaling. These insights also reveal profound uncertainties about what AI-native organizations will look like, what higher-value work means in practice and how to preserve human agency as systems grow more complex.

However, the most important recognition is this: the questions explored in this paper are not just technical problems to be solved but choices about the kind of organizations and societies we want to build. The answers will vary by context, but the responsibility to seek answers thoughtfully, and to ensure that AI creates opportunities broadly rather than concentrating advantage, is shared. The next chapter of AI at work will be written not in code, but in the choices leaders make about agency, accountability and value.



Appendix: Questions sent

A The evolution of AI and impact on work

1. **Beyond automation:** AI is already automating repetitive tasks. What's next? What investments are you making now that will show results in 12 months? How will these investments affect work in the tech sector and the industries you serve?
2. **Human–AI collaboration:** Can you provide an example of AI being used as a collaborative partner in your business or by your customers? How has AI collaboration changed workflows or organizations at scale? What challenges did you face?

B The benefits of AI, beyond productivity

1. **AI benefits:** Beyond productivity gains, what are the perhaps less obvious benefits you have observed from AI adoption? Can you share specific examples that illustrate these benefits?
2. **Immediate impact:** Historically, new technologies have sometimes taken time to translate into measurable productivity gains. Can you share examples of significant and immediate productivity improvements from AI? What factors contributed to this, and how is success measured? If not, when do you expect to see tangible productivity gains?

C Automation, augmentation and job creation

1. **Task automation:** Instead of broad statements about job displacement, can you identify specific tasks within traditionally “safe” roles that AI is fully automating in your organization or for your clients? What surprised you most about which tasks could be fully automated?
2. **Role augmentation:** How is AI *augmenting* human capabilities in ways that were previously unimaginable? Can you provide examples of augmented roles in your organization that create new capabilities? Are employees free to use AI, and how are you evaluating their performance?
3. **Job creation:** Beyond the jobs that appear in the headlines such as data scientists and AI engineers, what new job categories in your organization are “AI-native” and would not exist without advanced AI? What skills are you prioritizing when hiring for these roles?
4. **Entry-level jobs:** How does your organization handle entry-level roles now that AI can do many basic tasks? What are you doing to help younger employees fit in successfully and learn strategic thinking and sound judgement, despite having fewer foundational experiences?

D | Beyond large enterprises and developed markets, how AI is affecting jobs in other organizations and emerging markets

1. **SMBs/public sector/non-profits:** From your perspective, how do the opportunities from AI adoption differ for small and medium-sized businesses (SMBs), the public sector and non-profits compared to large enterprises? What does that mean for workers in those sectors?
2. **Emerging markets:** Do businesses in emerging markets need different AI solutions or deployment strategies due to variations in infrastructure, data availability, regulations and culture? How is your product strategy adapting, and what does this mean for job transformation in those markets?

E | The responsibility of the C&T sector to support workers in the transition

1. **Beyond reskilling:** Many companies offer retraining or skilling initiatives. What unique or innovative initiatives is your company undertaking or advocating for that go beyond traditional reskilling programmes to support workers affected by AI? Perhaps more controversially, is it more economically viable to reskill current employees or hire new ones?
2. **Systems thinking:** What is your opinion about the tech sector's collective responsibility in shaping educational curricula and public policy to prepare the *broader workforce* for an AI-augmented future? How is your company supporting workforce transition beyond C&T, e.g. in partnerships with academia and governments? What support do you expect from governments?

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Endnotes

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