



Anticipating AI Impacts on Workers and Opportunities for Business Leaders

Agenda

- ❖ **Welcome and Housekeeping**
- ❖ **Speaker Introductions**
- ❖ **Moderated Q&A (30 minutes)**
- ❖ **General Q&A (20 minutes)**
- ❖ **Next Steps & Wrap**

Today's Speakers



Jarrid Green

Director, Human Rights &
Inclusive Business

Moderator



Jennifer Toni

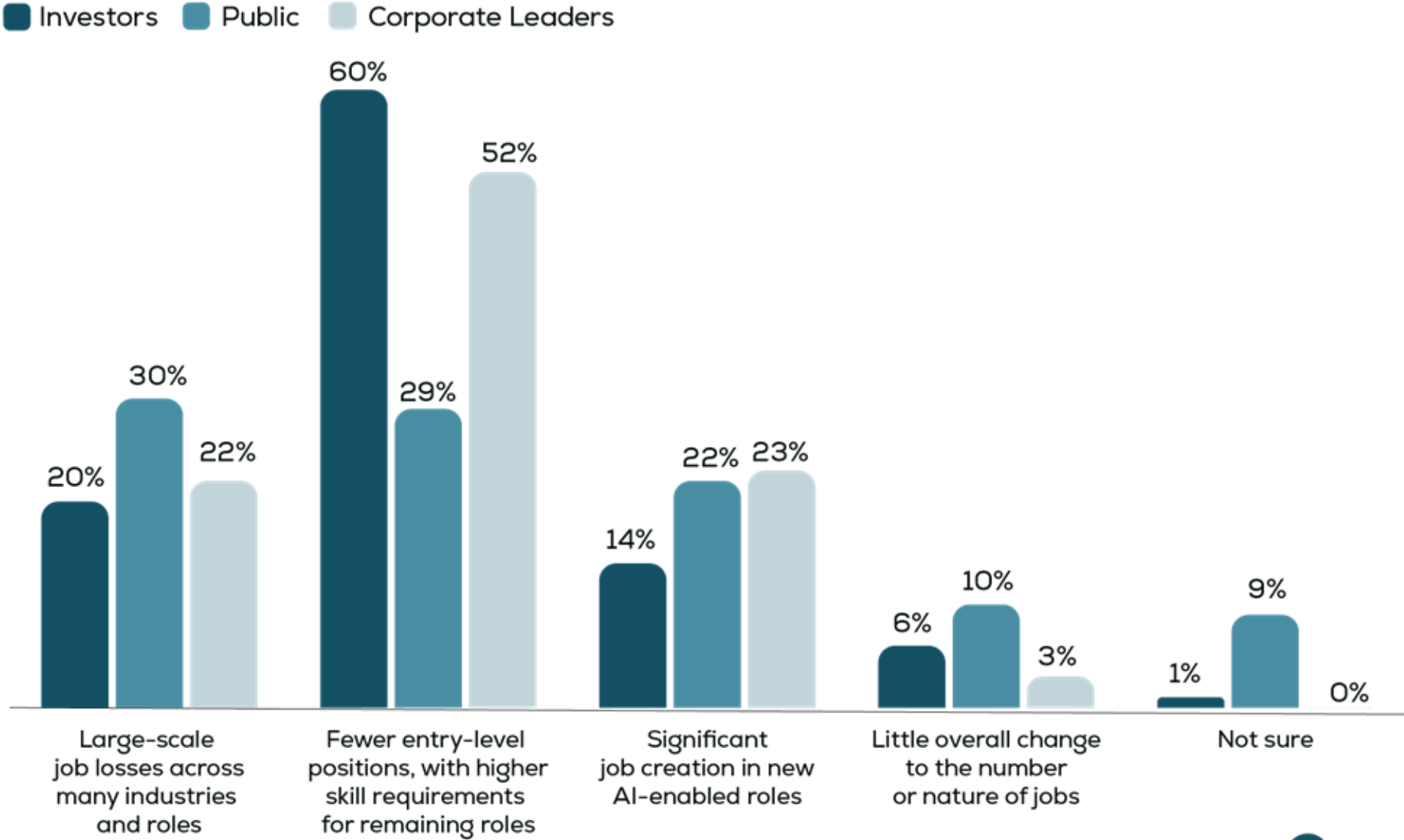
Managing Director for Survey
Research & Insights, Just
Capital



Thomas Herbig

Chief Research Officer, Just
Capital

Outlook on AI impact on jobs over the next 2-3 years

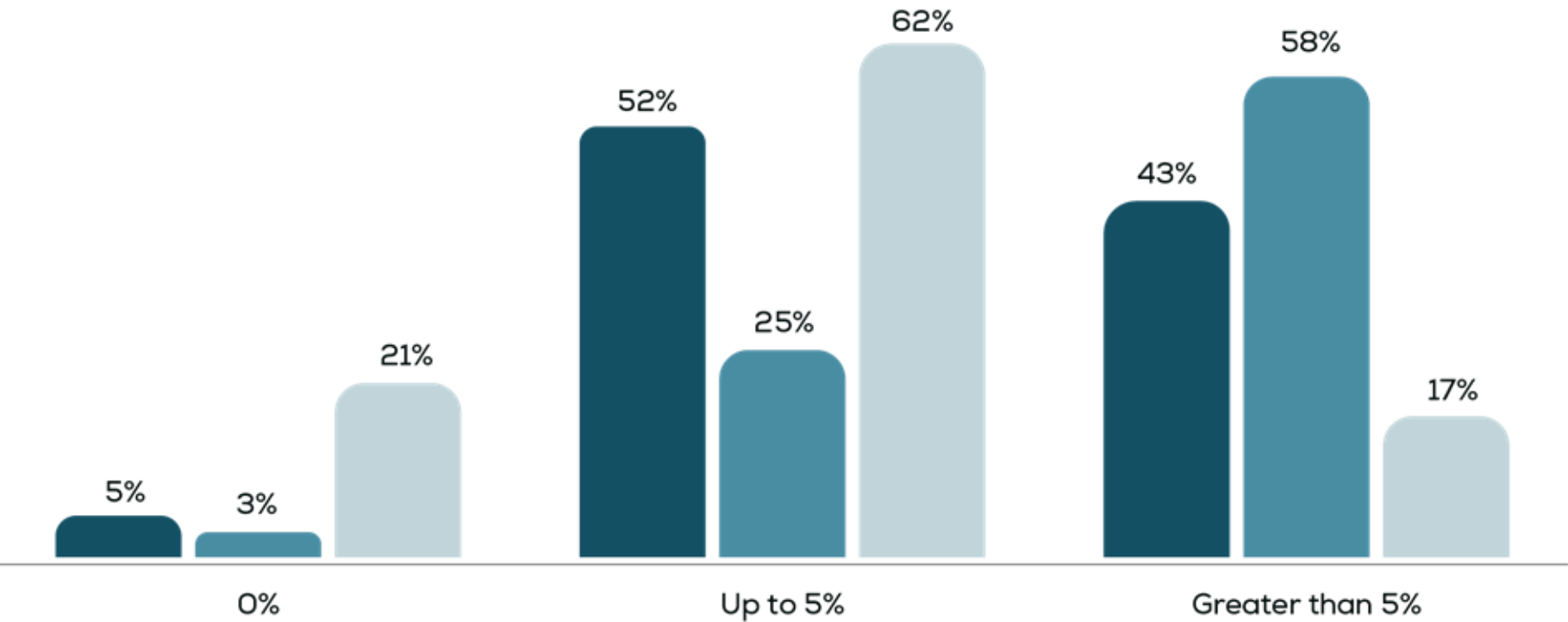


Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).



Percentage of total AI investment (excl. infrastructure) that companies should allocate to support workers displaced by AI (e.g., retraining, severance, transition assistance)

Investors Public Corporate Leaders

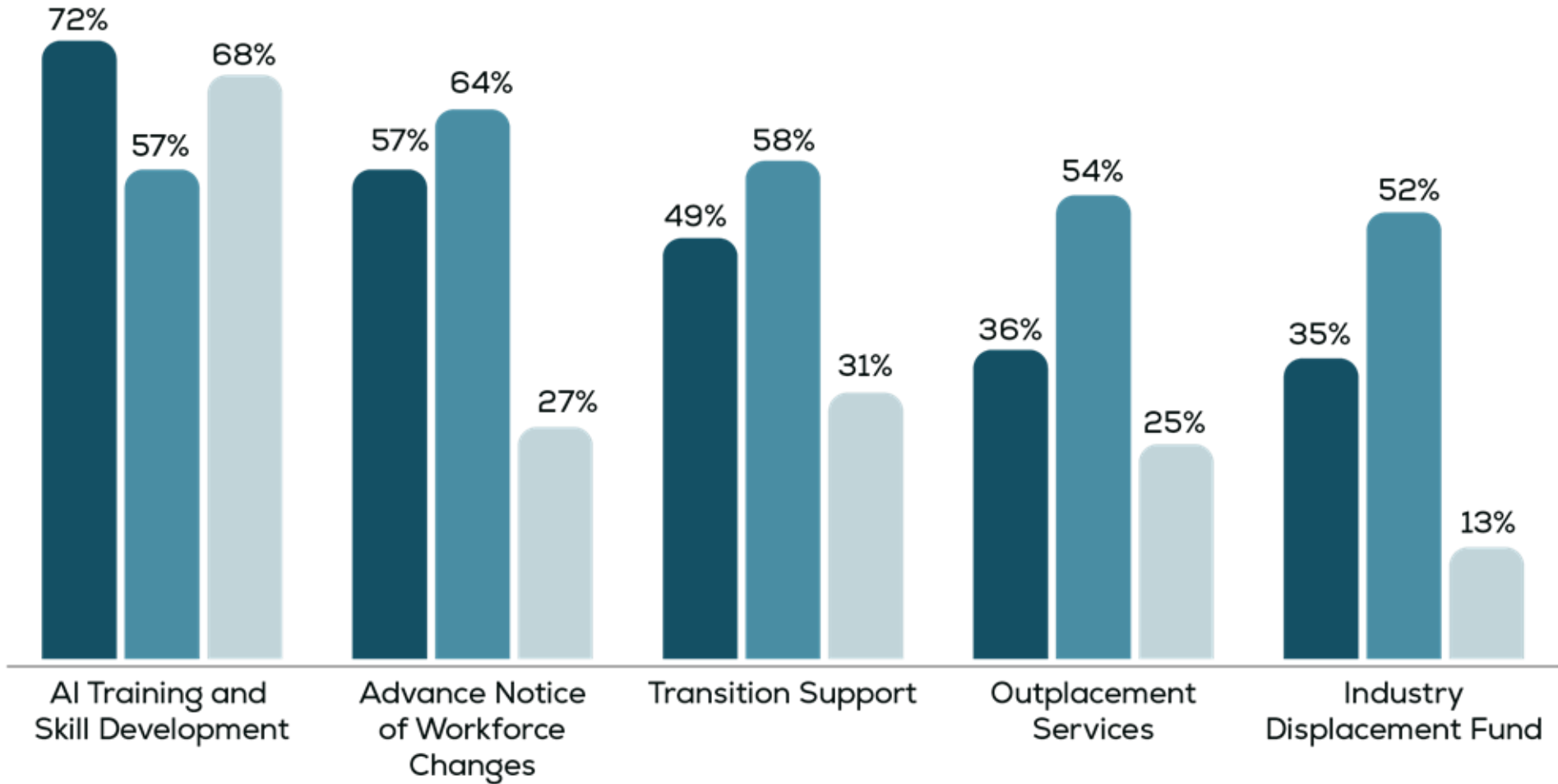


Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).



Percentage rating each worker support action as critical (investors/public) vs. Percentage of company currently implementing each action

■ % Investors: Rate as Critical ■ % Public: Rate as Critical ■ % Corporate Leaders: Currently Doing



Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).



Percentage selecting each as a top-3 priority for distributing AI-driven gains

Investors Public Corporate Leaders



Source: Just Capital AI Survey, Wave 3 (Summer 2026).



Globally, AI Worker Displacement Laws are Nascent

While existing anti-discrimination laws provide a foundation for regulating AI use in the workplace, policy frameworks addressing AI-driven job displacement and worker transition challenges are still evolving globally.

Canada:

- [Federal AI Strategy](#): Lawmakers have promised to consider AI impacts on the labor market as part of the broader strategy.

United States:

National Efforts

- [US Congress: AI Workforce Training Act \(2026\)](#): Bipartisan proposal to offer companies tax credits for AI-related employee training investments.

State Efforts

- [California](#): Gov. Newsom executive order for universities, state agencies, and industry experts to **study worker impacts, worker support packages**
- [Illinois](#): Proposal to create a commission to **study AI impacts on jobs, wages, and the workforce**
- [New York](#): Lawmakers introduced a bill that would charge companies an **automation tax for workers replaced by AI**
- [Connecticut](#): New Bipartisan law **that mandates notice for AI-caused reductions in force.**
- [New Jersey](#): Several bills in place to support development of **job displacement funds, retraining, efforts.**

UK:

- [Draft AI Regulation and Employment Rights Bill](#): Includes proposals for worker and union rights regarding AI systems with protections against discriminatory AI decisions, additional worker and union rights, as well as human oversight of employment and decisions

EU:

- [EU AI Act \(2024\)](#): Focuses on data protection, privacy, and security but leaves unaddressed worker protections (i.e., against unjustified dismissal and the upholding of just and fair working conditions).
- [European Union](#): Directive on Transparent and Predictable Working Conditions in the European Union sets baseline standards around employment notice that cover but is not specific to AI.

Asia

- [South Korea](#): Revealed “AI+ Competency-Up Project” which will aim to train more than one million people in AI skills by 2030.
- [Singapore](#): Implementation of specific “no jobless growth” national framework that is supported by multiple government skilling and career programs.

Central and South America:

- [Brazil National AI Policy](#): Identifies job displacement as a risk and calls for workforce-development measures, though no specific policies adopted.
- [Chile National Strategy](#): Workforce transformation and transition readiness skills a key priority of broader national strategy.

Summary of Global Policy Approaches

The emerging policy landscape to address worker impacts currently clusters around four approaches including income protections, wealth sharing, workforce adaptation, worker voice and governance.

| POLICY CATEGORY | RESPONSIBLE PARTY | HIGH-LEVEL DETAIL | GEOGRAPHIES |
|---------------------------|-----------------------------|---|--------------------------------|
| Income Protection | Government | Severance, UI, transition assistance, layoff notification for AI-displaced workers. | CA (US), OECD, EU |
| | Government | Funding for retraining, job placement, and income replacement. | CA (US), Canada, OECD |
| | Employers + Gov't | Benefits tied to workers rather than employers, including training and insurance. | UK, US |
| Wealth Sharing | Employers; Gov't (proposed) | Profit sharing, worker ownership, AI dividends, shared capital mechanisms. | South Korea, CA (US), EU |
| Workforce Adaptation | Government | Learning accounts, training credits, reskilling subsidies, lifelong learning. | Singapore, South Korea, Canada |
| | Government + Employers | Funded access to retraining when jobs are transformed by AI. | Singapore, South Korea, EU |
| | Gov't + Employers | Pathways from declining occupations into growth sectors through retraining. | Singapore, South Korea |
| | Gov't + Employers | Redesign jobs around AI while retaining workers and upgrading skills. | Singapore |
| Worker Voice & Governance | Government; Employers | Worker or union consultation before major AI deployment. | UK, EU |
| | Employers + Unions | Training rights, redeployment pathways, transparency, consultation. | EU, UK, South Korea |

Anticipating AI Impacts on Workers: Opportunities for Business Action

Direct and collaborative actions and influence strategies businesses can work on now

ACT

- **Manage Workforce Transitions**
Proactively. Identify AI-exposed roles and create clear pathways for redeployment, reskilling, and internal mobility.
- **Protect Future Talent Pipelines:**
Redesign early-career pathways to ensure AI efficiencies do not erode long-term talent development.
- **Design for Complementarity:** Deploy AI to augment employee capabilities and productivity rather than relying solely on labor substitution.

ENABLE

- **Support Place-Based Workforce Growth:** Coordinate with stakeholders to connect AI investments with regional workforce and economic development strategy.
- **Share Data and Leading Practices:**
Contribute to industry efforts that measure workforce impacts and scale effective solutions.
- **Promote Responsible AI Standards:**
Advance common approaches to transparency, worker engagement, and accountability in AI deployment.

INFLUENCE

- **Shape Workforce Transition Policy:**
Advocate for policies that expand reskilling, lifelong learning, and worker transition support in the AI era.
- **Advocate for Equitable Infrastructure Development:** Encourage AI infrastructure investment that balances economic growth with workforce, community, and environmental considerations.
- **Strengthen Public-Private Partnerships:**
Partner with governments, educators, and civil society to address challenges that no single actor can solve alone

Thank You

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