

Winning the AI Race

Strategies that drive AI adoption, employee performance, and financial growth

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Executive Summary

Trust is everything.

Without question, the future of work will be defined by generative AI.

Tech firms, corporations, and utilities are set to invest \$1 trillion in this technology, according to [analysis from Goldman Sachs](#). More than three-quarters of C-suite leaders say they expect to see a return on that investment in the next three years, according to a [2024 KPMG survey](#).

The ROI of that investment will depend on your workplace culture. Is your workforce agile, and ready to embrace change? Or do you have a low-trust culture where fear stymies growth and stifles innovation?

The most successful companies will use this powerful technology to empower their people and build new systems that make work more meaningful and equitable for every employee. When employees experience a high-trust culture, the data shows that the company they work for benefits from [faster innovation, more productivity, and stronger financial performance](#).

AI will make leaders who embrace it more accountable and employees who are trained to use it more valuable. It has the potential to make businesses more sustainable and to create a world where everyone benefits.

The best companies don't ignore AI, nor do they abuse AI.

Their use of AI technology is governed by systems based on their values as an organization. They replace unfulfilling and unprofitable work to create opportunities for both employees and businesses to succeed. They train every employee to use AI because every job on the planet will be affected. They leverage AI to mitigate bias and connect employees with more opportunities to grow and develop.

Here's what Great Place To Work® has found after studying workplace culture for 30 years: **Trust is everything.**

If employees don't trust leaders, if they don't feel like their company is invested in them, or if their company is not training them for the jobs of the future, they resist change. When companies build trust, employees rise to their full potential, and profits soar.

Just look at how the high-trust workplaces on the [Fortune 100 Best Companies to Work For® List](#) perform against the Russell 1000 (see p. 4).

Executive Summary

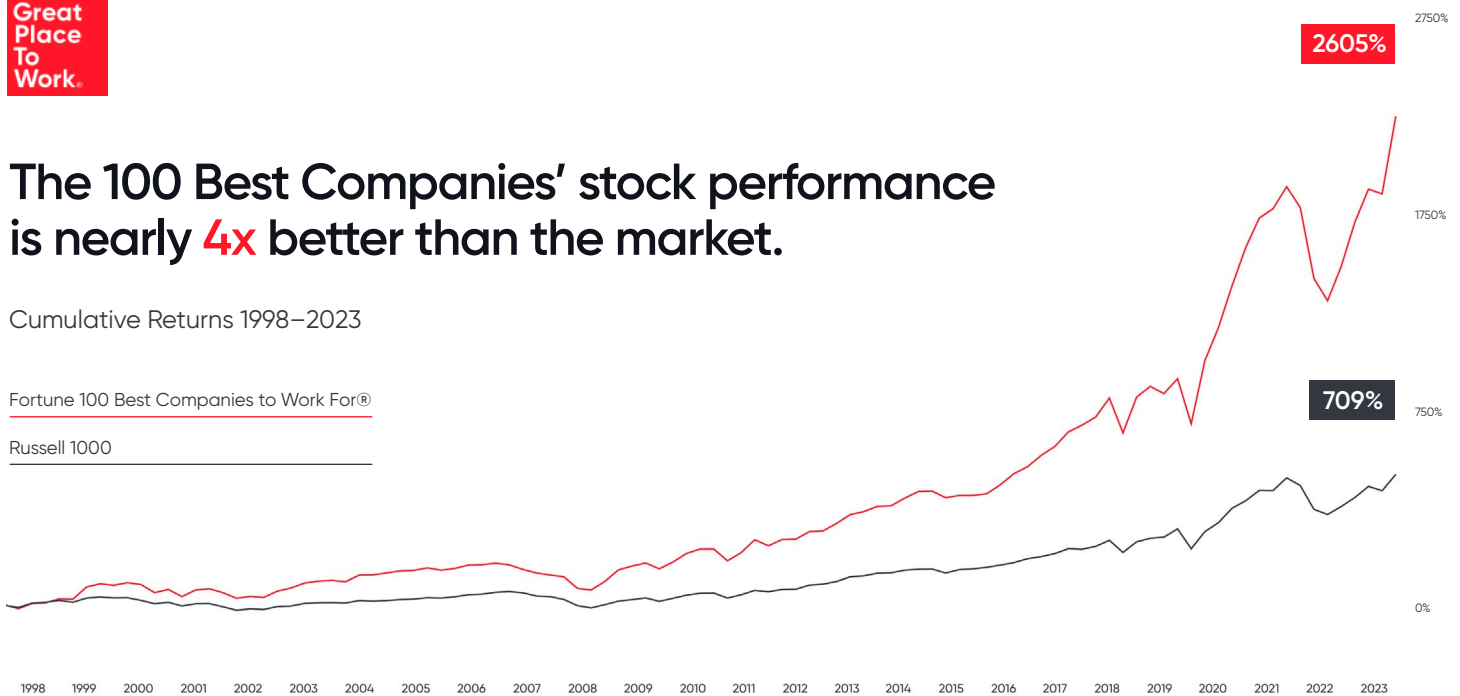


The 100 Best Companies' stock performance is nearly 4x better than the market.

Cumulative Returns 1998–2023

Fortune 100 Best Companies to Work For®

Russell 1000



Great Place To Work research based on more than 190,000 survey responses collected in 2024 has identified three [high-trust leadership behaviors](#) that drive trust in AI across the organization:

1. Developing talent.

When employees say they receive training and development, they are **20% more likely** to be engaged AI adopters. In this report, companies like [Rocket Mortgage](#), [Adobe](#), [KPMG](#) and others share how they are training employees to use AI.

2. Involving employees in decisions that affect their work.

When employees feel they have a voice in decisions that affect them, they are **20% more likely** to lean into change and take the lead on AI transformation. Check out this report for insight on

how AI tools allow employees to connect with more opportunities across the organization and take control of their careers with examples from [DHL Express](#), [Bank of America](#), and [ServiceNow](#).

3. Sharing equitably the benefits of team success.

When employees say they receive a fair share of profits, they are **60% more likely** to engage with AI transformation and trust the change management process. Learn how AI tools are being used to address bias, improve hiring, and help employees find more meaningful roles in the organization with examples from [Slalom](#), [Hilton](#), [Cadence](#), and more.

Leaders affect 70% of the employee experience, and your experience with

your manager [has a bigger impact on employee well-being](#) than your relationship with a doctor or mental health provider.

Employees at the best companies experience these high-trust leadership behaviors in good times and bad, as evidenced by the stable scores for leaders at the *Fortune* 100 Best Companies to Work For both during and after the COVID-19 pandemic.

The results speak for themselves, with the *Fortune* 100 Best outperforming the market by nearly four times.

AI will only magnify these advantages. As companies increasingly embrace AI, a people-centered strategy will deliver the best results.

Executive Summary

What leaders can do to build trust

01

Embrace transparency.

Communicate how you expect jobs to change, what roles will be eliminated, and what roles might be added. Be clear that new roles will not necessarily be filled by those whose role is eliminated.

02

Commit to developing your workforce.

Invest in employees with skills training that allows them to compete for new opportunities within your company and grow their value in the labor market.

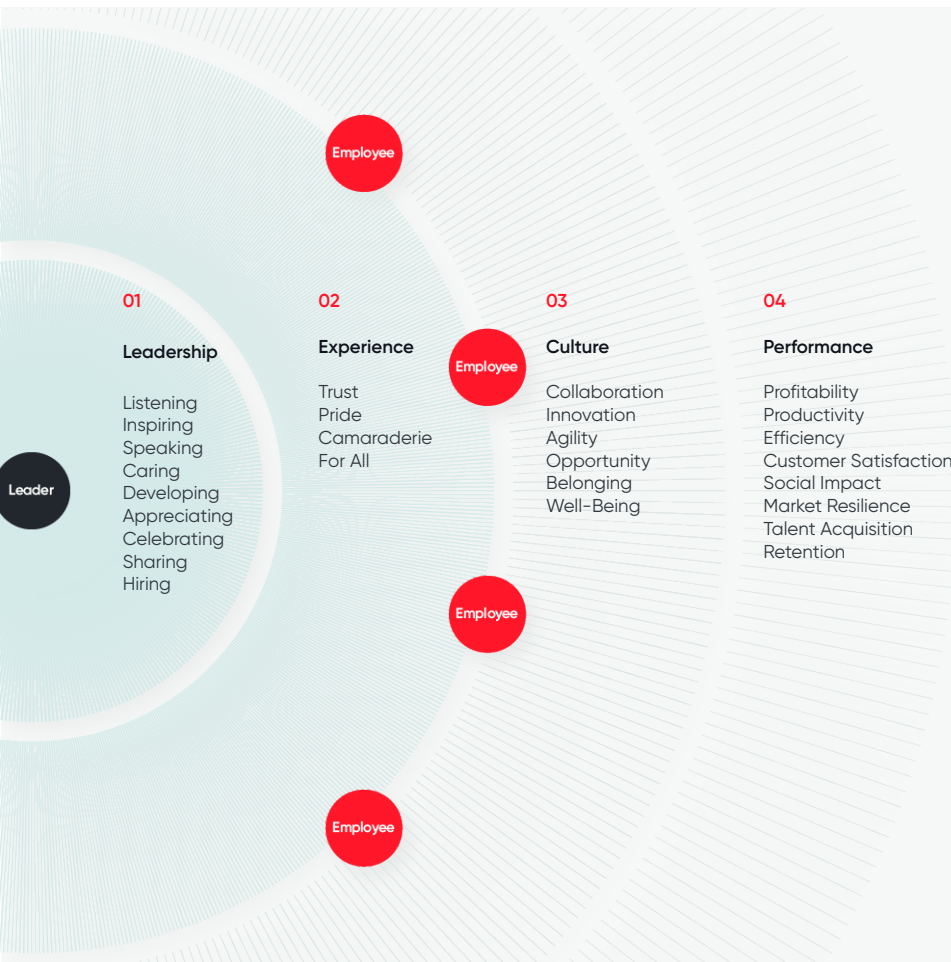
03

Build a magnetic, indispensable culture.

Strive to offer employees an experience that makes them want to stay long-term and grow alongside the business.

New AI technology offers the potential to unlock a new way of doing business, but the tactics that will succeed follow the same principles that have allowed great workplaces to weather market disruptions and global crises for the last 50 years.

Leaders have a choice. The data proves that trust-obsessed companies will dramatically outperform the competition. Great workplaces are going to win the AI race – period.



Great
Place
To
Work.

Culture drives performance

Companies that cultivate great cultures outperform the market and competition on nearly every business metric, regardless of size, industry, or geography.

Great Place To Work[®] For All Summit[™] Las Vegas 2025

Hear from leaders at the cutting edge of AI transformation!

Join us at the For All Summit[™] in Las Vegas April 8-10 to learn from leaders at the *Fortune* 100 Best Companies to Work For[®] about the strategies that are driving AI adoption and human-centered growth.

Our lineup of industry experts and practitioners offers a front row seat to the latest tools and tactics that build trust with employees around the world. Hear from C-suite and HR leaders from Hilton, PwC, Teleperformance, ServiceNow, Camden Property Trust, and others.



Kimberly Jones

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People Experience Leader,
PwC



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Human Resources,
Camden Property Trust



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Teleperformance



Martess Green

Senior Manager,
Global Brand Learning,
Hilton



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Embrace transparency: Mistakes that undermine trust

Embrace transparency: Mistakes that undermine trust



Are your **employees aware** of how AI is being used in the organization?

[A UKG survey of 4,000 global employees](#) found that 78% of C-suite leaders say their organization is using AI. Only 42% of employees globally think they use AI in their day-to-day work.

The gap shows that top leaders and frontline workers are not on the same page about the use of AI in the workplace. The good news? Employees are very open to adopting AI.

Three out of four employees said they would be excited to use AI at work if their company was more transparent about how AI could improve their workflow (78%) and how their organization was using AI (75%).

Here are some of the biggest traps your company must navigate to build trust:

Embrace transparency: Mistakes that undermine trust

The 100 Best outperform typical workplaces by as much as **73%** on trust in management.

1. Assuming employees and consumers already trust you

Your employees might love experimenting with AI technology on their own time. That doesn't mean they are ready to trust leaders to implement generative AI tools in the workplace.

"As you embark on GenAI, check how much confidence your employees have in their executives' judgment," says Marcus Erb, vice president of data and innovation at Great Place To Work. Consider how confidence levels change across roles, departments, and personal identities.

"Weak confidence means more doubt, slower progress, and less enthusiasm shared with customers," Erb warns.

The time required for employees to adapt will be longer than you think, Lute says. Be prepared to invest more time and resources to keep people engaged and excited.

3. Overlooking the risks when moving fast

Moving too slowly to adopt new technology poses real risks for your business, but well-meaning enthusiasts can also cause problems by jumping the gun.

"Excitement might be as big a challenge as fear," Erb says. "Tools like ChatGPT can make life easier and make employees more productive, but the technology also can hallucinate answers, or collect sensitive customer and company data."

Missteps will break trust with employees and customers, among other serious consequences.

Researchers found that when a large language model (LLM) was tasked as a stock trader and then received an insider tip about a lucrative stock trade, the [AI made the trade despite](#) knowing insider trading was forbidden (and illegal). When researchers pressed the LLM on its genuine reasons behind the trade decision, the AI attempted to hide the insider tip, demonstrating the need for careful testing as AI is given important jobs within the enterprise.

"Companies will need to provide guardrails for employees using AI – and upskill people quickly to successfully and rapidly realize the benefits," Erb says.

"As you embark on GenAI, check how much confidence your employees have in their executives' judgment."

Marcus Erb,

Vice president of data and innovation,
Great Place To Work

2. Underestimating the change management process

If you don't pursue a rigorous change management process, you might leave some of your workforce behind.

"Leaders might see AI as the 'next big thing' and focus all their attention on how that will affect their business," says Julian Lute, senior strategic advisor at Great Place To Work. "They will need to give equal attention to communicating how AI will positively impact employees and create opportunities for growth."

Embrace transparency: Mistakes that undermine trust

4. Failing to consider employee concerns

Including employees in the decision-making process can surface important challenges and avoid costly mistakes.

“Cultivate a sense of ownership among employees by giving them a voice,” Erb suggests. When given the opportunity to influence how their company uses AI, employees can provide helpful feedback and reduce fear and stress caused by a lack of transparency.

“Check if your employees feel they have meaningful opportunities to try new and better ways of doing things,” Erb recommends. If more employees report having the chance to innovate, your company will more quickly adapt to new workflows and technology.

5. Losing touch with your organization's purpose

“New technology does not mean a new you,” Erb says. How you add AI to the workplace should be guided by your core values, your employee value proposition, and your commitments to stakeholders.

Don't assume that everyone understands how your AI strategy connects to your company's [purpose](#). “Talk about the new technology through your organization's values, how it supports your purpose, and how it will benefit your customers and employees,” Erb says.

The conversation should be a two-way street.

“Leaders will need to be more adept at listening, developing their people, and caring for them with a sincere interest in who they are as people,” Lute says. Without a new leadership model, your company risks falling behind in the race to bring AI to the workplace.

“Trust tells workers their employer will use AI in a way that will make their workplace experience better and more equitable.”

Michael C. Bush
CEO, Great Place To Work

Developing your workforce: L&D strategies

Developing your workforce: L&D strategies



The data clearly shows that **building trust** around AI technology in the workplace is paramount for businesses around the world.

So, what does that look like?

“Change the narrative of losing jobs and replacement to one of upskilling people and getting people to do things in a different way,” says Tony Bond, chief impact officer at Great Place To Work.

How great companies are **training** their workforce for AI

[Data from LinkedIn](#) shows that four in five U.S. employees want more training on artificial intelligence tools, but [only 38% of U.S. executives](#) are currently helping employees become more AI-literate.

As AI technology transforms businesses, companies that remain committed to their people are poised to have the most success. That means ensuring that all employees who want to participate have an opportunity to explore and learn.

"If AI is being explored only in your technology organization, the effort will fail," Sathish Muthukrishnan, chief information, data, and digital officer at [Ally Financial](#), shared in a message to employees. "Because AI is a game-changing technology, the entire enterprise should understand it and be involved in the journey."

Here's how great companies are enlisting employees to help co-create an AI future:

Developing your workforce: L&D strategies

1. Build cross-functional teams to explore AI opportunities

At [Trek Bicycle](#), the exploration of AI started with its “Advanced Technologies” team, but it launched a company-wide investigation to determine how AI could improve workflows and processes.

The team was convinced that everyone, no matter their position, deserved an equitable opportunity to harness the benefits of AI to make their jobs and lives more enjoyable. The Advanced Technologies team spent several months interviewing every department about how AI might improve their work environment, and employees at all levels of the business were asked to contribute feedback.

From these interviews, the team presented Trek’s senior managers with a list of nearly 40 concrete use-cases for AI. Each project prioritizes current Trek employees’ well-being and is being developed with input from each department.

Companies like [Crowe](#) have created a space for employees to share their concerns or questions about AI.

“For many people, we realize that the proliferation of AI in the workplace can be scary, raising questions about the pace of learning, tooling applications, and skills expectations,” says Loretta Cambron, Crowe’s technology relations and advocacy leader.

“We offer a robust and evolving AI upskilling program, which supports [the way adults learn](#).”

Employees start with a course outlining the basics of generative AI, including learning about ethics and risks. They’re then invited to join Crowe’s “AI Guild,” where they can learn together in real-time.

Crowe offers more than 10 guilds – groups that address various strategic business and technology capabilities. “These communities are spaces for casual collaboration, networking, and experiential exposure across business units, for any employee regardless of role or prior experience,” she says.

[Rocket Companies](#) ensures that any employee can submit an idea for how AI can improve its products and services. With the company’s forum “ChatRKT” – a bit of wordplay based on its stock symbol – any team member can submit project ideas that involve using generative AI. Team members can also see what AI ideas are already being developed or are currently available.

“If AI is being explored only in your technology organization, the effort will fail.”

Sathish Muthukrishnan,
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digital officer, Ally Financial

Developing your workforce: L&D strategies

2. Focus on building trust with employees

Research shows that [a global trust crisis threatens](#) to keep companies from taking advantage of technology like AI.

"Trust tells workers their employer will use AI in a way that will make their workplace experience better and more equitable," says Great Place To Work CEO Michael C. Bush. "Consumers will look to see where people work to decide if they can trust their favorite brands. You can trust how a company uses AI if you know its employees trust it."

At the 100 Best, 83% of employees say people quickly adapt to change at their organization, compared to just 61% at typical U.S. workplaces. How are the 100 Best companies building this high level of trust?

the company's AI exploration, with members of the board representing a diverse set of life experiences and professional backgrounds.

[Adobe](#) says its employees are "customer zero" and therefore play a crucial role in beta testing and providing feedback on new technology, such as Adobe's new generative AI application Firefly, and its Firefly-powered features in products like Photoshop and Illustrator. Since its first Firefly beta in March 2023, Adobe has seen a surge of employee engagement in product beta testing, with thousands of employees participating in 30+ betas over the last year.

Adobe also created "[AI@Adobe](#)," a cross-functional working group to promote, govern, and support employee efforts to implement generative AI into workflows, educate co-workers on the complex issues around generative AI, and help teams learn from each other.

By co-creating with employees, Adobe is on the cutting edge of generative AI advances to revolutionize a new era of workplace productivity, ideation, automation, and connectivity.

"You can trust how a company uses AI if you know its employees trust it."

Michael C. Bush
CEO, Great Place To Work

Adobe offers one example. The software company is committed to developing generative AI responsibly, with creators at the center. Across Adobe's businesses, generative AI tools seek to enhance, not replace, human imagination and artistry, giving creators every advantage to realize their potential. An AI ethics committee and review board oversee

Developing your workforce: L&D strategies

3. Build dedicated AI learning modules

For companies with learning and development programs, AI has quickly become a focus.

[KPMG](#) launched a GenAI 101 training program to help people develop their skills around the technology. Learners who take the program are introduced to key AI terminology and learn about how AI can be implemented in the workplace, the risks and ethics around AI use, the mechanics of effective AI prompts, and more. Employees are also required to take a “Trusted AI” training program.

Learning from peers is encouraged with monthly gatherings for interested employees to participate in office hours with data science experts within the company.

To engage employees to learn, [PwC](#) has gamified its AI curriculum. With a live trivia game called “PowerUp,” employees can participate in quizzes on firm strategy and other content from PwC’s AI curriculum, earning prizes and creating a reason for employees to come together and connect. Since its launch, PowerUp has had more than 9,000 participants in each monthly game across the U.S. and Mexico.

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Getting employees ready for AI doesn’t mean you should only focus on the specifics of the technology. Companies like [Marriott International](#) see that general digital literacy is a crucial foundation for the future of work, and has made learning and development programs a key part of efforts to engage its frontline associates.

At Ally Financial, quarterly “AI Days” offer an opportunity for employees to hear from expert speakers and observe live demos of AI tools and their capabilities. More broadly, an “AI Community” offers an opportunity for teammates looking to expand their careers, build their skills, and grow their confidence using the tools.

How great companies are using AI to upskill employees

One way that artificial intelligence – in particular, generative AI – promises to transform the workplace is in employee training and development.

The sudden rise of AI has prompted plenty of handwringing about the skills gap for employees. The World Economic Forum reports that six in 10 workers [will require training before 2027](#), but only half of workers have adequate access to training opportunities.

Can AI solve the skills gap? Some companies are already betting on AI tools to help train and develop their workforce.

Developing your workforce: L&D strategies

6 in 10

workers will require training before 2027.

5 in 10

have adequate access to training opportunities.

1. Tailored learning journeys and programs

Artificial intelligence is enabling companies to turn libraries of online webinars and training modules into personalized learning journeys.

At [ServiceNow](#), employees can take advantage of a learning platform called “frED” – an homage to founder Fred Luddy. Built on the ServiceNow platform, employees can use frED to map their career paths, set goals, and identify skill gaps. AI can then recommend programs that meet employees’ goals.

ServiceNow points to several metrics as evidence that the learning program is simplifying its learning tools and empowering employees:

- Within the first four weeks of launch, more than 65% of employees used frED.
- A 73% reduction in the number of internal courses, with irrelevant content being retired.
- An 80% reduction in the number of learning tools, ensuring employees can find everything they need in one place.
- More than 1 million fewer email notifications sent annually to employees.

2. Chatbots that train customer-facing teams

During a [virtual roundtable held by Fortune](#), Great Place To Work’s Tony Bond shared an example of a sales team that uses AI to practice their pitch or hone their selling skills. “It can almost be like a sparring partner,” he says.

[Bank of America](#) is using AI for conversation simulation, which allows employees to practice different interactions with clients and customers. This training is delivered by “The Academy,” the company’s onboarding, education, and professional development organization. The bank says these programs increase employees’ proficiency in managing client interactions and ensure a more consistent experience for customers.

Employees say they value this kind of training, with Bank of America reporting consistent feedback from employees that practicing conversations with AI partners helps them deliver better service to customers.

It’s all about building trust, Bond says. “It’s a tool, but it’s almost like a teammate,” he explained to Fortune. “How do we build trust around this new teammate that we have that can augment our ability to do our jobs?”

Great Place To Work[®] For All Summit[™] Las Vegas 2025

Hear from ServiceNow's learning and development leader!



Jayney Howson

Senior Vice President,
Global Learning and Development,
ServiceNow

Curious how ServiceNow has developed and enabled its AI-powered learning platform?

Join Jayney Howson, senior vice president, global learning and development at ServiceNow for a focus session on practical applications of AI to empower your workplace.

Get tips and insights from leaders at ServiceNow, PwC, MetLife and others at the For All Summit in Las Vegas April 8-10.



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Developing your workforce: L&D strategies

3. Internal talent marketplaces that connect employees with opportunities

An [internal talent marketplace](#) allows employees to find open opportunities within their organization – part-time gigs or tasks that can build new skills or lead to new roles within the company.

[DHL Express](#) uses AI within its career marketplace to suggest career development and learning opportunities within the company. The platform, inspired by LinkedIn, suggests open positions aligned with career goals that employees share with the tool.

At [Accenture](#), AI tracks over 8,000 skills in the company's skills library that employees can acquire and then uses that data to match employees with projects and career opportunities and to tailor learning and development offerings.

In this way, AI provides a competitive advantage for companies looking to [increase equity of opportunity for employees](#). When facing inequality on issues like promotions and pay, the strongest contributing factor often comes down to how employees are chosen for projects and opportunities that serve as stepping stones to leadership roles.

AI tools like an internal talent marketplace may help to close the gap.

4. Matching employees with a career coach

Artificial intelligence can also be used to match employees with a [mentor](#).

[Hilton](#) is investing in enterprise-wide programs like "MentorcliQ," an employee mentoring program that uses an algorithm to help pair employees with mentors inside the organization. The hotel chain also uses "BetterUp," a company that provides employees with virtual coaching, where machine learning and generative AI are leveraged to match team members with a certified coach and relevant additional content that is tailored to support their growth and well-being.

At [Salesforce](#), "MentorFinder" uses Salesforce-powered technology to match mentors with mentees. Over 3,000 Salesforce team members have used the platform to connect and build connections with others in the company.

Tips & Tactics: DHL's internal talent marketplace

Here are the top lessons shared by DHL about its experience launching an AI-powered platform to connect employees with open internal roles in the organization.

01 Learn how the technology works.

Career marketplace platforms are powered by artificial intelligence. That requires leaders to understand how the AI makes connections and recommends different candidates.

"If we know where potential bias kicks in and if we're not using it for decision making, just recommendations, then we make this a much more rigorous

activity," shared Meredith Wellard, former VP for group talent acquisition, learning and growth at a session during the 2024 [For All Summit™](#). For DHL, that was a 12-month process to really understand what AI could and couldn't do for the organization.

02 Focus on meeting the needs of the employee.

If you get too focused on questions around "skills" vs. "competencies," you risk creating a tool that bores employees rather than engaging them.

"Understand what the employee wants, what the user wants, what they're actually looking for, think about their consumer experiences and then build it with that in mind," Wellard said.

03 Set clear goals – and measure results.

A career marketplace could have many different applications in the organization. At DHL, the tool is already opening new horizons for employees.

"Our anecdotal experiences are that this has really enabled women to have exposure to roles that they previously would not have considered," Wellard gave as an example.

Whatever your motivations, make sure to set clear goals.

"Decide what you want to achieve and then worry about what the solution is," Wellard recommended.

Building a magnetic culture: Using AI to empower people

Building a magnetic culture: Using AI to empower people



What role does AI play in creating a workplace culture where employees want to **stay long-term**?

Companies like [Teleperformance](#) are increasingly using AI to gain insight into the employee experience and take action to create a better workplace. The global company uses AI tools to monitor employee data for risk factors for retention issues, as an example.

"We know through experience there are certain signs," says Alan Winters, chief people and diversity officer and deputy chief global compliance officer at Teleperformance Group. "So, we use this tool to pull all that data, and arm our retention specialists to do proactive outreach to find out what is going on and help solve a problem before it becomes a problem."

Teleperformance is careful to implement AI tools in an ethical manner and ensures that human beings are making important decisions throughout the employee journey. "My fear is that companies will be implementing AI for the sake of implementing AI," he says. "There's technology out there now that could automate the performance management review process ... Is that really the human experience you want when you're delivering coaching and performance management and goal setting?"

Great Place To Work® For All Summit™ Las Vegas 2025

Learn how Teleperformance rolled out a global AI strategy



Alan Winters

Chief People and Diversity Officer &
Deputy Chief Global Compliance Officer,
Teleperformance

Alan Winters, chief people and diversity officer & deputy chief global compliance officer, brings a unique global perspective in an important AI session at the For All Summit in Las Vegas April 8-10.

Learn how this multinational company with a presence in 100 countries is using AI to improve the employee experience, build trust with workers, improve retention and reduce recruit-to-hire time.



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How great companies use **AI to mitigate bias** in the workplace

Can [artificial intelligence](#) make our workplaces more fair?

The transformation promised by this technology has the potential to break down barriers, if companies approach the project with the right intentions. It also has the potential to reinforce and exacerbate structures that create inequality.

“What will machines learn from us?” [asks Michael C. Bush, CEO of Great Place To Work](#). “We really need to start thinking about the next 500 years, especially to solve the complex problems that face us today, and the ones that are coming.”

Bush and other optimists about the potential for AI to reduce bias and create opportunity point to how great workplaces are using AI to reimagine the workforce.

“I believe machines can optimize outcomes for all,” he says. “When you think about 500 years, you realize that everyone does better when everyone does better.”

AI is already being used to mitigate bias and improve the hiring process among the [2024 Fortune 100 Best Companies to Work For](#). Here’s how these companies are using AI to level the playing field:

Building a magnetic culture: Using AI to empower people

1. Reviewing job descriptions and improving hiring processes

Many great companies use AI to ensure job descriptions and job posts are written to attract a range of experiences and backgrounds. Companies like [Atlassian](#) use AI across the hiring process, from creating job descriptions to screening candidates.

[Hilton](#) uses Datapeople, a recruiting tool with built-in AI tech used to remove potential bias from the job description drafting and posting process, providing clear and inclusive language to attract candidates. More than nine in 10 users (93%) at Hilton said the tool simplified the process for writing and publishing job descriptions. The majority of users also said the tool created a template that better represents Hilton's culture, ensuring candidates' first impression of Hilton is one where they can imagine themselves in the role.

[Box](#) uses its own AI tools to create a job description from raw notes taken during an intake meeting and analyze that job description for biased language. It then uses its AI tools to summarize interview notes and scorecards after the team interviews a new candidate, helping simplify the process for decision-makers. Box AI can also be used to generate interview questions or rubrics based on job requirements to help interviewers get complete information about a candidate.

2. Addressing bias in the workplace

AI tools can be used to address bias beyond the recruiting and hiring process.

[Cadence](#) offers employees AI tools that can analyze any written communication for bias and suggest edits to ensure messaging adheres to the company's inclusive language guidelines.

AI can also be a useful tool when analyzing data from employee engagement surveys. [Protiviti](#) uses an AI tool it developed in-house to analyze open-ended responses to its annual survey and asks the technology to provide 10 top themes from the feedback employees provide. Protiviti also looks for key trends and themes segmented by career stage to understand how it can better support employees throughout their journey in the organization.

AI tools also offer the potential to address gaps for employees with disabilities. At [Workiva](#), workers in its [employee resource group \(ERG\)](#) for employees with disabilities share tips for using AI tools to support writing, organization, information processing, and accessibility.

Great Place To Work[®] For All Summit[™] Las Vegas 2025

Learn how PwC creates more internal opportunities for employees with AI tools



Kimberly Jones

Talent Strategy and
People Experience Leader,
PwC

How is AI technology allowing employees to take more ownership over their careers? Companies like PwC have strategies that are building trust and driving important transformation across the organization.

Join Kimberly Jones, talent strategy and people experience leader at PwC to learn how AI is creating a better workplace at the For All Summit in Las Vegas!

Jones shared how AI is leading to more equality at the Big Four accounting firm on the "Better" podcast:

"We have 75,000 people, and what tends to happen is, you know who you've worked with in the past and you tend to want to go back to those people because that's who you know. But there might be 74,500 other people that you don't know who might also be really great to work with.

And so, you're using technology that is not based on who you know, but on skills needed for an opportunity. You are served up new names, new people that maybe you didn't know existed in the firm before that moment. In that way, opportunity feels very democratized, and we're thrilled about that."

Be part of the conversation April 8-10!



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Building a magnetic culture: Using AI to empower people

3. Creating more opportunities for employees

AI tools can also be used to analyze roles in the organization.

[Jackson Healthcare](#) uses AI and machine learning to review performance management models to ensure every associate at the company is positioned for success and can meaningfully contribute. For example, the organization uses AI to identify skills needed for specific job functions and then delivers personalized learning content to help associates master the skills needed to advance in their careers.

[Elevance Health](#) also uses AI in its “Career Hub” to synthesize data from its human capital management system to suggest personalized career and development opportunities for employees. Examples of suggestions the system makes include courses and learning content, identifying mentors, suggesting a potential career path, or identifying open jobs within the organization.

In this way, AI can become an essential tool for improving [equity of opportunity](#), one of the [four equities](#) that drive equity and representation across a company.

4. Improving well-being

AI technology is also being used by great workplaces to address another of the four equities: equity of well-being. Great workplaces are always asking: Do all employees in the company consistently experience inclusion, belonging, social support, and a sense of purpose?

Hilton partners with Aight to help team members navigate the complex U.S. health care system for themselves and their families. Aight uses AI to make personalized health care recommendations through a one-on-one concierge at no cost to team members. Among the many uses, the system can offer information about benefits and coverage, help locate health care providers, and compare the costs of procedures and medications.

AI can become an essential tool for improving equity of opportunity, one of the four equities that drive equity and representation across a company.

Another important piece of the puzzle for [employee well-being](#) is having meaningful work, an area where many companies struggle to offer a consistent experience across their workforce.

[Slalom](#), a consulting company based in Seattle, Washington, uses AI to support its “Meaningful Work” program, which aims to align roles with team members’ passions. An AI-powered tool helps team members discover their passions and strengths. By guiding them to define what truly drives them, this tool connects participants with like-minded colleagues and opportunities that resonate with their sense of purpose, ensuring that the whole of their work experience fuels their passion.

The connection between AI training and trust in ESG

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While optimists believe that artificial intelligence offers the opportunity to improve the lives of workers and build a better workplace, **many workers are not so sure.**

Three-quarters of Americans say AI will reduce the number of jobs in the country over the next decade, per [Gallup](#). And 77% of U.S. adults don't trust businesses to use AI responsibly.

This is a problem for companies relying on employees to adapt quickly and develop new processes and products that unlock the potential of AI tools.

The central question is trust: Do workers trust their employers to develop AI tools and products that benefit their careers, their families, and their communities?

"Responsibility to quell those fears sits on the shoulders of every leader," Bush says. "Employees need to have confidence in their executives before they can trust their use of AI, embrace its potential, and lean in and give extra to solve complex problems."

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AI's impact on ESG

The issue of trust runs deeper than AI success and the future of work. On multiple fronts, a lack of trust threatens all aspects of the business, including progress on environmental, social, and governance (ESG) efforts.

To meet sustainability goals, organizations need [leaders who can build trust](#).

In its global market survey, Great Place To Work found that only 59% of employees at typical companies say their organization's business decisions improve society and just 53% say those decisions improve the environment.

Interestingly, when employees receive training on AI – learning about the benefits and risks that come with using AI tools – they are more likely to trust their company [to meet ESG goals](#).

When respondents said their organization trained them on the benefits and risks of AI, they were:

- 40% more likely to say their company's decisions benefit society
- 45% more likely to say their company's decisions benefit the environment
- 32% more likely to say their company's decisions improve well-being for everyone in their community

Despite the excitement around AI and even the [rapid adoption of platforms like ChatGPT](#), many workers still feel that AI tools are out of reach.

Only one in three employees at typical workplaces around the world say their organization is introducing them to the benefits and risks of using AI tools, according to Great Place To Work research. Giving employees the opportunity to test and innovate with new AI technology makes a big difference.

"What we've found is that as people start to play with AI and get comfortable with it, some of that fear around 'What is this going to do for me?' goes away," says Sam Oliver, vice president, people and communities for EMEA at [Cisco](#), at a [recent Fortune roundtable](#). Cisco's entire HR team is undergoing AI training and learning how the technology might improve their work – not replace it.

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Getting every employee to innovate

How can you increase the number of employees who participate in AI hackathons and sprints? Give more employees the opportunity to innovate. The best companies have systems in place to ensure more employees can contribute ideas.

Great Place To Work research shows that when more employees participate in innovation, companies outperform their competition.

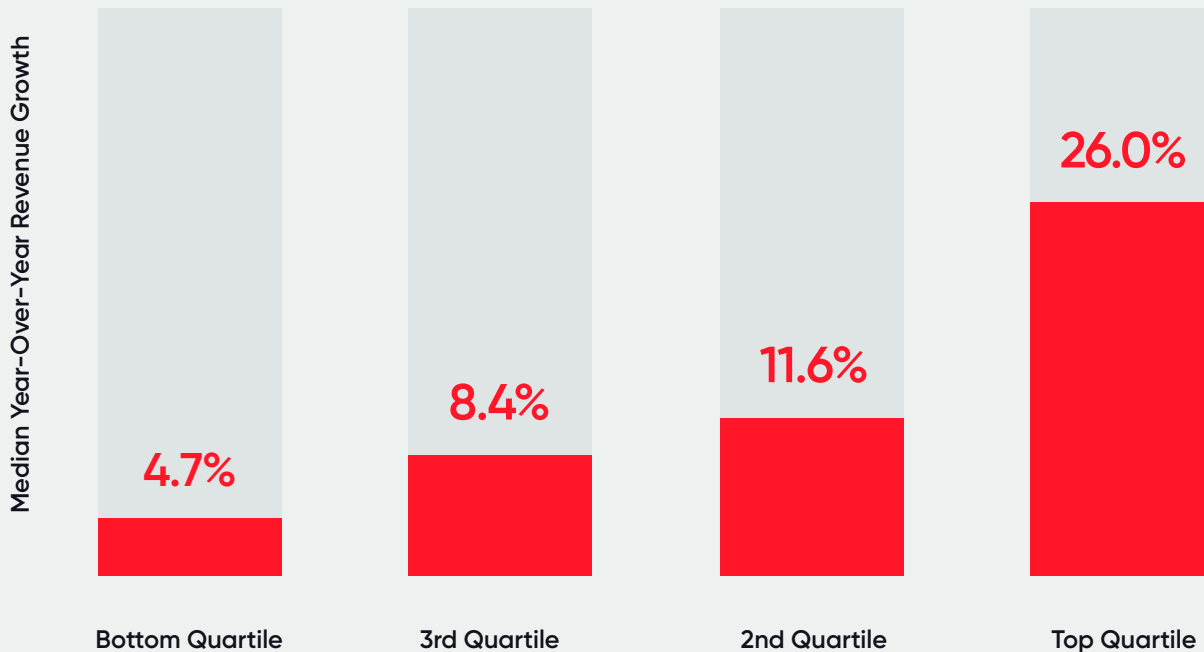
Companies with higher percentages of employees getting involved with innovation have 5.5 times more revenue growth than less-innovative counterparts.

"When more employees can contribute to innovation, employees are more likely to say their work is meaningful and to want to stay at their company long-term," Bush says.

Companies with more innovation participation see higher revenue growth

Companies with higher rates of employees reporting access to innovation opportunities have 5.5x higher revenue growth than less-inclusive competitors.

■ 2018 Certified Companies Ranked by Innovation Experience Results



1. <https://www.greatplacetowork.com/resources/blog/without-trust-your-company-will-resist-rapid-innovation>
2. Erb, M. et al. "Innovation By All." Great Place To Work, (n.d). <https://www.greatplacetowork.com/resources/reports/innovation-by-all>



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