

AI@WORK QUESTIONNAIRE

Please note: This material is not an official deliverable of the AI@WORK project. It is shared solely as background information for reference.

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AI@Work – How artificial intelligence contributes to competitiveness and workforce planning

Background information on the survey

Artificial intelligence (AI) offers companies the opportunity to tap into new value creation potential by producing more efficiently and saving resources, as well as addressing the shortage of skilled labour. The present study, which is part of the European Commission funded project [AI@Work](#) (Project number: 101197619), aims to assess the current status of AI usage across various economic sectors and EU member states, as well as associated challenges and opportunities, to derive recommendations for policy and practice based on this. AI@Work is the first project of the [European Employers' Institute](#) (EEI) with joint contributions from [Ceemet](#), [ifaa](#) and [IW](#).

For this survey, AI is defined as:

“a diverse range of technologies that can be defined as ‘self-learning, adaptive systems’, which serve to enhance traditional human capabilities. It can be categorised based on technologies, purposes (like facial or image recognition), functions (such as language understanding and problem-solving), or types of agents (including robots and self-driving cars).”

(adapted from United Nations (2026). [Global Issues - Artificial Intelligence \(AI\)](#). Last accessed on January 19, 2026)

Participation requirements

A key requirement for participation in this survey is that *your company has at least one “established” AI use case* – that is, the use case(s) should have been in operation for a period of *at least 12 months* and should have left a piloting or testing phase. Ideally, AI use cases should be focused on specific tasks that support human activity (e.g., administrative tasks, quality control, recruiting) that go beyond “casual” use of AI. Moreover, as survey participant and representative of your company, you should have *detailed knowledge* about the implementation, use, and impacts of AI in your company.

Please answer all questions to the best of your knowledge. If you have doubts or are uncertain regarding particular questions, please select “Unsure/Don’t know”.

Completion of the survey should take approx. **10 minutes**.

Data protection

The examination is carried out anonymously – no demographic information apart from the country of your company/workplace is collected - so that no conclusions can be drawn about individual persons or companies. By participating in the survey, you agree that the data from the questionnaire will be used for further research and disseminated in specialist publications of the EEI – European Employers' Institute or project partners.

Your information will be stored, processed, and evaluated in compliance with GDPR guidelines at **ifaa – Institute for Applied Ergonomics e.V.** Only the employees of the institute commissioned with the evaluation and trusted partners will have access to the survey data during the project. At project end, all data will be made publicly available.

Section 0 - Participant screening and quotas

Q0a. In which EU country is your company based?

If your company has several locations, please choose the company location of your current workplace.

List of 27 member states (quota: 60/100 per member state)

Q0b. Does your company have established use cases of Artificial Intelligence (i.e., equal to or older than 12 months)?

1. Yes

2. No (screen out)

Q0c. Are you responsible for artificial intelligence, digitalisation and/or have been actively involved in the rollout of AI solutions in your company?

This is important as survey respondents should possess detailed knowledge of the use of AI in the company such as the areas and type of AI applications used and their effects on employees as well as impacts on factors such as productivity and competitiveness.

1. Yes

2. No (screen out)

Section 1 - General questions

Q1. In which economic sub-sector does your company operate? (dropdown menu?)

- A - Agriculture, forestry, and fishing
- B - Mining and quarrying
- C - Manufacturing
- D - Electricity, gas, team and air conditioning supply
- E - Water supply, sewerage, waste management and remediation activities
- F - Construction
- G - Wholesale and retail trade; repair of motor vehicles and motorcycles
- H - Transportation and storage
- I - Accommodation and food service activities
- J - Information and communication
- K - Financial and insurance activities
- L - Real estate activities
- M - Professional, scientific, and technical activities
- N - Administrative and support service activities

- Sector not listed (please specify)

Q2. How many employees does your company currently employ?

☐ < 10 / ☐ 10-49 / ☐ 50-249 / ☐ 250-499 / ☐ 500-999 / ☐ ≥ 1,000

Q3. What is your role in the company?

- ☐ Upper Management / Company Owner
- ☐ Middle management (e.g., department head/manager or production manager)
- ☐ Lower management (e.g., supervisor or office manager)
- ☐ Employee without management responsibility

Q4. Is your company bound by collective bargaining?

1. Yes
2. No
3. Unsure/Don't know

Q5. Is your company a member of an employers' association?

1. European employer's association
2. National employer's association
3. Both of the above
4. None of the above
5. Unsure/Don't know

Section 2 - General questions about AI use - Page 1/2

Q6. Since when has your company been using artificial intelligence?

- ☐ < 1 year (End of Survey/Screen out) / ☐ 1-2 years / ☐ 3-4 years / ☐ ≥ 5 years

Q7. How many AI use cases are currently employed in your company?

- ☐ 1 / ☐ 2-4 / ☐ 5-9 / ☐ ≥ 10 / Unsure/Don't know

Q8. What share of your company's annual investment budget is allocated to AI-related tools and applications?

- ☐ Less than 5%
- ☐ 5-10%
- ☐ 11-25%
- ☐ 26-50%
- ☐ More than 50%
- ☐ Don't know / Not centrally defined

Q9. In which of the following **functional areas** does your company have implemented AI use cases? (Multiple answers possible)

- ☐ Administration (accounting, controlling, planning) / ☐ Assembly / ☐ Customer service / ☐ Development / ☐ Human resources / ☐ Logistics & Warehousing /

- ☐ Management / ☐ Marketing / ☐ Procurement & Purchasing / ☐ Production /
- ☐ Quality management / ☐ Research / ☐ Sales / ☐ Service provision (Services) /
- ☐ Other (please specify)

Q10. Which specific categories of **AI technologies or tools** does your company use or consider using? (**ideally two check boxes/columns for each response option for “using” and “consider using”**)

Please tick all that apply.

☐ **Perception and understanding**

Purpose: Turning raw inputs (images, signals, text, speech, behaviour) into structured understanding

Examples: Perception and Sensing, Multidimensional Pattern Recognition, Natural Language Processing (NLP), or Emotion Recognition and Intention Analysis

☐ **Reasoning, prediction and decision intelligence**

Purpose: AI that uses models and logic to make inferences, forecasts, or choose actions

Examples: Knowledge Representation and Reasoning, Predictive Analytics, Action Planning and Optimisation

☐ **Autonomous and physical systems**

Purpose: AI that acts in the world with limited human control (i.e., sense → decide → act loops in physical or digital environments)

Examples: Autonomous Systems and Control, Robotics and Autonomous Systems

☐ **Generative and creative systems**

Purpose: AI that produces new artifacts (e.g., creating text, code, designs, images, media, or new ideas)

Examples: Creative and Generative AI applications

☐ **Human-centred AI and assistance**

Purpose: AI that collaborates directly with people (e.g., copilots, assistants, personalisation, or decision support)

Examples: Human-AI Interaction and Assistance

☐ **Domain-specific AI application** (AI defined mainly by the sector it is applied to rather than the technique)

Purpose: Industry-focused AI systems that may use perception, prediction, optimisation, etc., internally

Examples: Financial AI Applications, Healthcare and Diagnostics, Industrial AI

☐ **Security and risk intelligence**

Purpose: Detecting malicious, abnormal, or risky behaviour

Examples: AI applications or tools focused on threats, anomalies, and protection (e.g., Fraud Detection and Cybersecurity)

☐ **Other** (please specify)

Section 2 - General questions about AI use - Page 2/2

Q11. How would you describe employee involvement in AI adoption?

1. Information only
2. Consultation
3. Joint decision-making
4. Co-creation

Q11a. (if Q11 = Consultation) Do you consult your employees **before and/or during** the adoption process of AI applications?

1. Before adoption
2. During adoption
3. Both of the above

Q12. Has your company **organised training** to deal with the introduction of AI?

1. Yes
2. No, but planned/in preparation
3. No, and not planned

Q13. How has AI affected the number of jobs in your company?

1. Strongly increased (strong effect)

2. Somewhat increased (moderate effect)
3. Stayed the same (no effect)
4. Somewhat decreased (moderate effect)
5. Strongly decreased (strong effect)

Q14. Has your company implemented AI with the specific goal of reducing the shortage of skilled labour?

1. Yes
2. No
3. Unsure/Don't know

Q15. Has your company **recruited new staff** to deal with the introduction of AI? (e.g., AI Project lead, AI Software Architect, Manager AI Adoption, AI (Agent) Engineer, etc.)

1. Yes
2. No, but planned
3. No, and not planned

Q15a. (if Q15 = Yes) Over the past 24 months, how difficult was it for your company to find and hire staff with AI skills?

- Very difficult
- Slightly difficult
- Not difficult at all
- Unsure/Don't know

Q15b. (if Q15 = Yes) How long - on average - does it take for your company to hire someone with AI skills from the date the vacancy has been publicised?

- Less than 1 month
- 1 to 2 months
- 3 to 5 months
- 6 to 12 months
- 1 to 2 years
- More than 2 years

Unsure/Don't know

Q15c. (if Q15 = Yes) What skills do you look for when recruiting for AI positions?

Please tick all that apply.

☐ **Core AI and data technical skills**

Purpose: Developing and understanding AI systems (e.g., modelling, algorithms, and extracting insight or behaviour from data/models)

Examples: Data science and statistical analysis, Machine learning and deep learning techniques, Prompt engineering and working with generative AI models

☐ **Engineering and infrastructure skills**

Purpose: Turning AI models or systems into reliable, scalable, maintainable and monitorable production systems in the real world

Examples: AI model evaluation, testing, and monitoring, Cloud platforms and AI infrastructure (AWS, Azure, GCP), Data engineering (pipelines, data quality, MLOps), Programming and software engineering (Python, APIs, deployment)

☐ **Business and domain translation skills**

Purpose: Connecting AI to real-world value (i.e., knowing what problem is worth solving and shaping AI to fit it)

Examples: Business acumen and translating business needs into AI solutions, Domain or industry expertise relevant to AI use cases

☐ **Human and organisational skills**

Purpose: Making AI work with people and inside organisations (e.g., aligning stakeholders, driving adoption, and integrating AI into workflows)

Examples: Change management and AI adoption skills, Communication and cross-functional collaboration skills

☐ **Problem-solving and analytical thinking skills**

Purpose: General thinking abilities that power good AI work

Examples: Structured reasoning, breaking down ambiguity, or designing solutions

☐ **Responsible AI, ethics, privacy, and governance skills**

Purpose: Responsible and trustworthy AI (i.e., ensuring AI is safe, compliant, and ethical)

Examples: Managing risk, fairness, transparency, and regulatory concerns

☐ **Other** (please specify): _____

Section 3 - Specific AI use case - Page 1/3 - Description

When answering the following questions, please limit yourself to **a single implemented AI use case**. Please select the use case that has accrued the greatest benefits for the company in terms of costs, productivity, competitiveness, and/or workforce management.

Q16. What **functional area** does your chosen AI use case fall into?

(multiple choice – one answer only)

- ☐ Administration (accounting, controlling, planning) / ☐ Assembly / ☐ Customer service / ☐ Development / ☐ Human resources / ☐ Logistics & Warehousing /
- ☐ Management / ☐ Marketing / ☐ Procurement & Purchasing / ☐ Production /
- ☐ Quality management / ☐ Research / ☐ Sales / ☐ Service provision (Services) /
- ☐ Other (please specify)

Q17. How is your AI use case classified according to the EU AI Act?

- ☐ Prohibited AI system (e.g., emotion recognition, social scoring)
- ☐ High-risk AI (e.g., AI tools for employment, AI-based safety components)
- ☐ Low-risk AI (e.g., AI-generated content, chatbots, deep fakes)
- ☐ AI with minimal risk (e.g., spam filters, recommendation systems)
- ☐ Unsure/Don't know

Q17a. (if Q17 = High-risk AI) What type of data does your AI use case rely on?

- Includes personal data
- Primarily internal data
- Primarily external
- Mixed

Unsure/Don't know

Q18. How long did it take to launch your AI application (from needs assessment to completion of piloting)?

< 1 month / 1 – 2 months / 3 – 6 months / 7 – 12 months / 1 – 3 years / > 3 years

Q19. How did you implement your AI application for your company?

1. Development of an individual solution by external service provider
2. Development of an individual solution by our own company
3. Purchase of a standard solution, no customisation required
4. Purchase of a standard solution, individualisation by own company
5. Purchase of a standard solution, individualisation by software provider or external service provider

Section 3 - Specific AI use case - Page 2/3 - Company benefits

Q20. What benefits has your company gained from the AI application?

Please tick all that apply. (include option/textbox to specify value if possible)

1. Better achievability of sustainability goals
2. Counteract the shortage of skilled workers in our company
3. Enabling new products and services
4. Improved communication with customers
5. Improvement in the quality of decisions
6. Improvement in the quality of products and services
7. Increase in customer satisfaction
8. Increase in labour productivity
9. Increased flexibility (work organisation/variants)
10. Improving the employer's image as an innovative company
11. Increasing the ability to innovate (e.g. through AI for new or expanded business models/fields)
12. Reduction of processing times
13. Reduction of throughput times

14. Reduction of personnel costs
15. Reduction of material costs
16. Reduction of routine tasks
17. Securing knowledge
18. Safer work environment/less accidents
19. Upgrading jobs
20. Other (please specify)

Section 3 - Specific AI use case – Page 3/3 - Employee benefits

Q21. What benefits does the AI application have for employees?

Please tick all that apply.

1. Decreases work pressure for employees
2. Enables employees to focus on more interesting value-added tasks
3. Encourages employees to learn or develop new skills
4. Facilitates the learning process of new employees
5. Increases employee motivation
6. Increases employee satisfaction
7. Increases employees' work autonomy
8. Provides relief for employees
9. Reduces (process) complexity for employees
10. Reduces overall workload stress for employees
11. Strengthens employees' personal responsibility in their work
12. Other (please specify)

Section 4 – AI and competitiveness

Q22. Does your company have an AI strategy?

1. Yes
2. No, but planned/in preparation

3. No, and not planned

4. Unsure/Don't know

Q23. Do you believe that AI will provide a competitive advantage for your company?

1. Yes

2. No

3. Unsure/Don't know

Q23a. (if Q23= Yes) In which areas do you expect AI to provide the greatest competitive advantage for your company? Please tick all that apply.

- ☐ Cost efficiency and productivity
- ☐ Customer experience and personalisation
- ☐ Market expansion or new revenue streams
- ☐ Product or service innovation
- ☐ Risk management and compliance
- ☐ Speed of decision-making
- ☐ Talent attraction and retention
- ☐ Other (please specify)

Q24. What are the biggest barriers preventing your company from using AI to improve competitiveness? Please tick all that apply.

- ☐ Budget constraints
- ☐ Data protection requirements
- ☐ Data quality or data availability issues
- ☐ Governance, ethical, or regulatory concerns
- ☐ Lack of AI skills or talent
- ☐ Lack of availability of good algorithms
- ☐ Lack of instruments for regulating the use of AI (e.g. works agreement)
- ☐ Resistance to change or low adoption

- ☐ Technology or infrastructure limitations
- ☐ Unclear business use cases or ROI
- ☐ Other (please specify)

Q25. What instruments for regulating AI systems are in use in your company?
(multiple answers possible)

- ☐ Framework agreement on the use of information and communication technologies
- ☐ Indirect regulation (e.g., through cross-relationships in agreements on other topics such as data protection or qualification)
- ☐ IT working groups between employers and interest groups
- ☐ Process agreement (e.g., for piloting new IT and software)
- ☐ Regulation for conducting a risk assessment of possible impacts
- ☐ Separate works or service agreement for each new AI system
- ☐ Separate works or service agreement for new ("conventional") IT systems and software
- ☐ Other (please specify)
- ☐ No instruments

Section 5 - AI impact on workforce management

Q26. Does your company use any **AI-driven workforce management/planning tools** (e.g., learning and development management systems (LMS/LXP), scheduling and shift management tools, workforce analytics and insights platforms)?

1. Yes
2. No, but planned
3. No, and not planned
4. Unsure/Don't know

Q26a. (if Q26 = Yes or No, but planned) What specific **AI-driven workforce management/planning tools** does your company use or consider using?

Please select all that apply. (ideally two check boxes/columns for each response option for "using" and "consider using")

☐ **Workforce planning and strategy tools**

Purpose: Strategic decisions about size, shape, cost, and future needs of the workforce

Examples: Compensation and workforce cost modelling tools, Scenario planning and “what-if” modelling tools, Workforce planning and forecasting tools (headcount, capacity, future skills)

☐ **Talent acquisition and mobility**

Purpose: Sourcing talent - external hiring, internal movement, and non-permanent workers

Examples: Contingent workforce and vendor management systems, Internal talent marketplaces / mobility platforms, Recruitment and applicant tracking systems (ATS)

☐ **Talent development and performance**

Purpose: Building skills, tracking capability, and managing career progression

Examples: Learning and development systems (LMS/LXP), Skills inventory and skills intelligence tools, Talent management platforms (performance, goals, succession)

☐ **Workforce operations and administration**

Purpose: Operational workforce logistics and labour coordination

Examples: Scheduling and shift management tools, Time and attendance tracking systems

☐ **Workforce insights and experience**

Purpose: Measuring workforce health, productivity, and patterns through data

Examples: Employee engagement and sentiment analysis tools, Workforce analytics and insights platforms

☐ **Governance, risk and compliance**

Purpose: Legal, regulatory, and internal policy oversight

Examples: Compliance, risk, and workforce policy management tools

☐ **Other** (please specify): _____

Q27. Does your company use AI for **Human Resource Management** (e.g., recruitment and talent sourcing, performance management and feedback, compensation and benefits analysis)?

1. Yes
2. No, but planned
3. No, and not planned
4. Unsure/Don't know

Q27a. (if Q27 = Yes or No, but planned) In which areas of **Human Resources** does your company use or consider using AI?

Please select all that apply. (ideally two check boxes/columns for each response option for “using” and “consider using”)

- ☐ Diversity, equity, and inclusion (DEI) analytics
- ☐ Employee engagement and sentiment analysis
- ☐ Employee onboarding and offboarding
- ☐ HR service delivery (e.g., employee self-service chatbots, FAQs)
- ☐ Interviewing and assessment (e.g., interview scheduling, skills evaluation)
- ☐ Learning and development (e.g., personalised training, skills gap analysis)
- ☐ Performance management and feedback
- ☐ Recruitment and talent sourcing (e.g., resume screening, candidate matching)
- ☐ Other (please specify)

Q28. To what extent do you use AI to **upskill or reskill** your workforce?

1. We do not use AI for upskilling or reskilling
2. In some cases
3. In most cases
4. In all cases
5. Unsure/Don't know

Q28a. (if Q28 = In some/most/all cases) In which ways does your company use AI to support employee upskilling or reskilling? Please tick all that apply.

- ☐ Automating skills assessments and proficiency tracking
- ☐ Curating internal and external learning resources (e.g., courses, certifications)

- ☐ Identifying current and future skill gaps based on role or business needs
- ☐ Matching employees to reskilling opportunities or new career paths
- ☐ Measuring the effectiveness and ROI of upskilling/reskilling programs
- ☐ Predicting future skill demand and informing workforce planning
- ☐ Providing AI-driven coaching, tutoring, or practice simulations
- ☐ Recommending personalised learning paths or training content
- ☐ Supporting on-the-job learning (e.g., real-time guidance, knowledge assistants)
- ☐ Other (please specify)

End of Survey

You have reached the end of survey.

Thank you very much for your participation!

For questions or concerns regarding this survey, please contact:

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