AI and Worklife

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Tuotantotalouden laitos
Aalto Yliopisto

Työelämä- ja tasa-arvovaliokunta

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Agenda

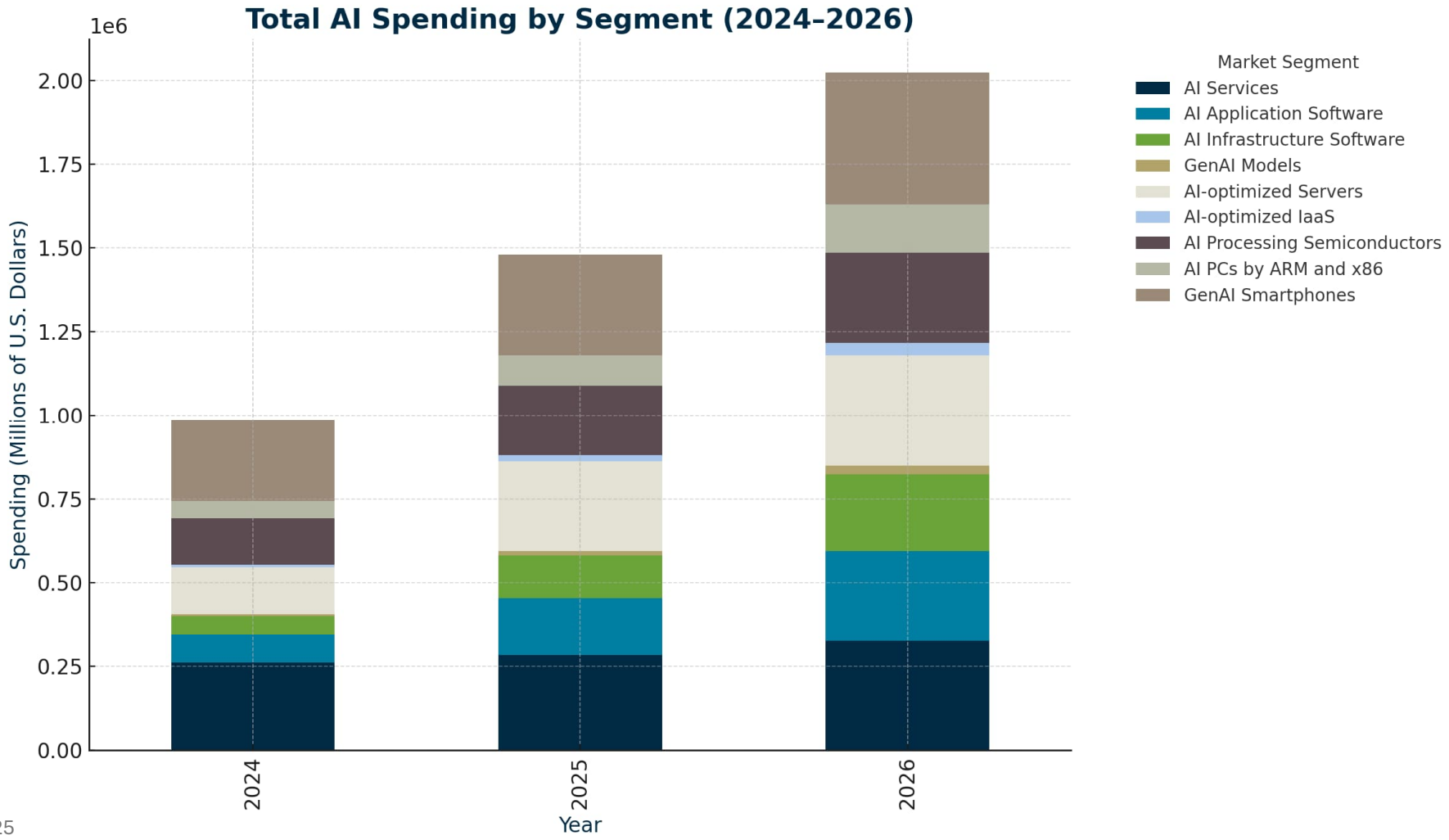
1. Tekoäly ja työelämä tulevaisuudessa
2. Syyt tekoälyn vähäiseen käyttöönottoon Suomessa
3. Keskeiset tulevaisuuden työelämätaidot
4. Johtopäätökset

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Tekoäly ja työelämä tulevaisuudessa

Global AI investments are skyrocketing



Gartner, 2025
BCG, The Widening AI Value Gap, 2025

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AI functions as a **general-purpose technologies** (e.g., electricity or the internet) that **transform processes** (Aghion & Howitt, 1992).



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(1) Junior jobs are disappearing

What is happening?

- AI performs tasks that used to be assigned to juniors:
  - drafting reports,
  - summarising data,
  - writing basic code,
  - preparing
  - doing bac
- **Seniors + A**
  “super-wo

What is the outcome?

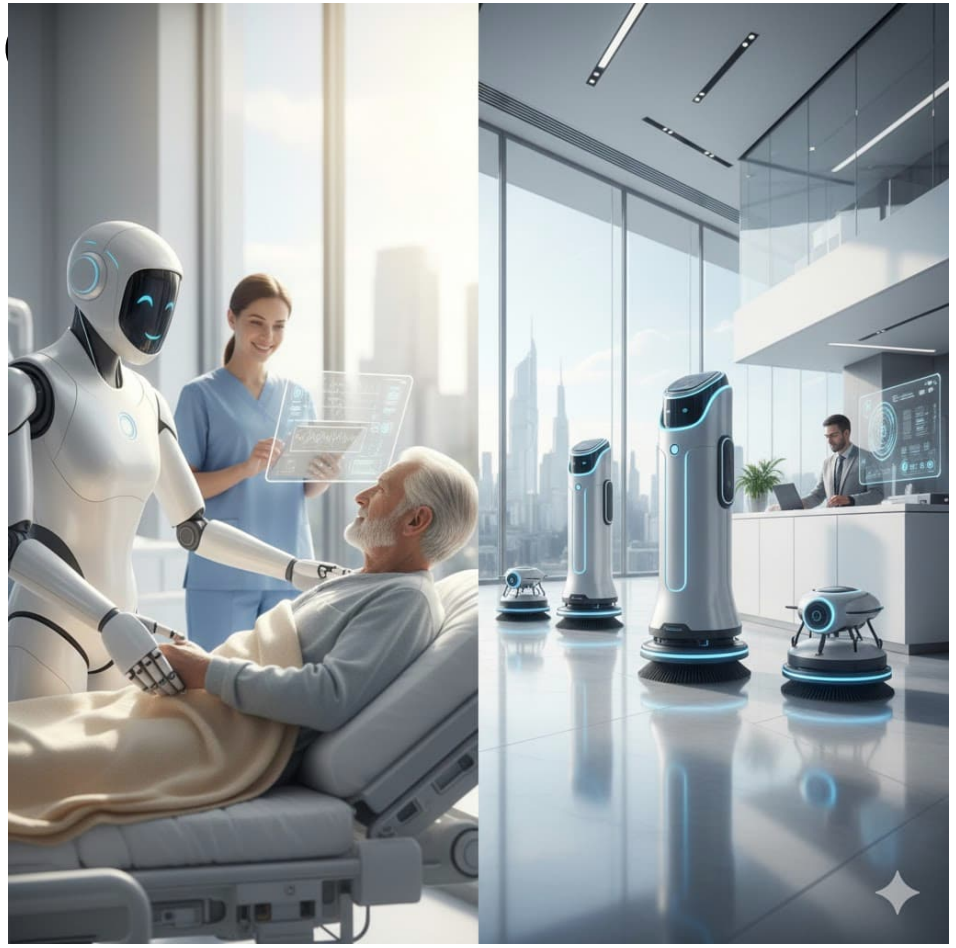
- Junior software jobs are down internationally by over 13%
- Junior consulting roles are shrinking
- Organisations across Europe
  onger
  ms”

The beginning of a **lost generation?**

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(2) Robots transform care and cleaning

- In care work, robots **transform the nature of tasks**: assist with mobility, monitoring, and heavy lifting, but add greater emotional weight.
- In clearing, routine cleaning **tasks will decline**.



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(3) A new class of high-skill jobs emerges

- AI creates new roles:
  - AI risk managers
  - Data governance specialists
  - Automation architects
  - Human–AI collaboration coordinators
  - AI trainers and organisational change leaders
  - Cyber security

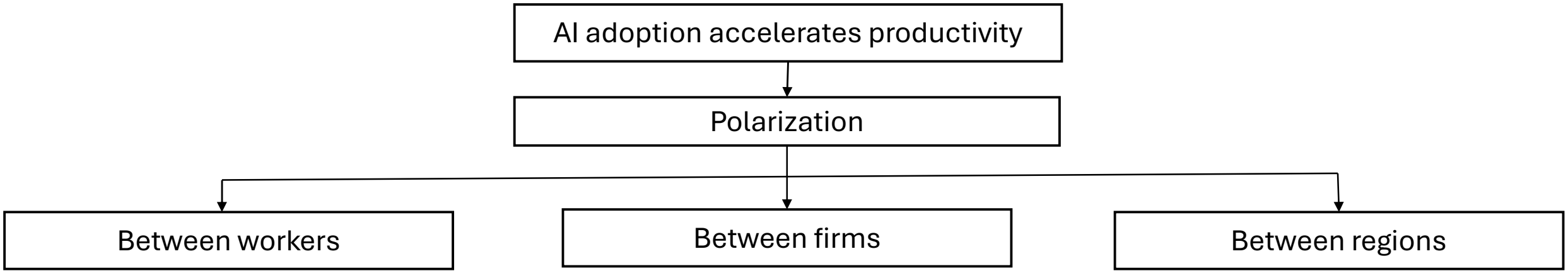
- Does Finland produce enough of such experts?
- Is our education system aligned with the demands of the AI age?

“Do not use Gen AI because it uses too much electricity and water,” a teacher at Tapiola’s school

“*AI kills creative thinking, do not use it!* ” a teacher at Tapiola’s school

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Riski Suomelle: kasvava polarisaatio



High-skilled workers:
- ✓ Productivity ↑
- ✓ Wages ↑
- ✓ AI literacy ↑

Low-skilled workers:
- ✖ Fewer entry jobs
- ✖ Routine tasks automated
- ✖ Wage stagnation

AI-mature firms:
- ✓ Gains concentrate
- ✓ Faster growth
- ✓ Market dominance

Lagging firms:
- ✖ Low adoption
- ✖ Low productivity
- ✖ Competitiveness ↓

Cities:
- ✓ High adoption
- ✓ Strong talent pool
- ✓ University ties

Rural areas:
- ✖ Slow adoption
- ✖ Skill shortages
- ✖ Fewer opportunities

Inequality increases * Missing career ladders* Talent shortages later*
Productivity gap widens* Regional imbalance grows

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Syyt tekoälyn vähäiseen käyttöönottoon Suomessa

Finland has a strong potential to thrive with AI

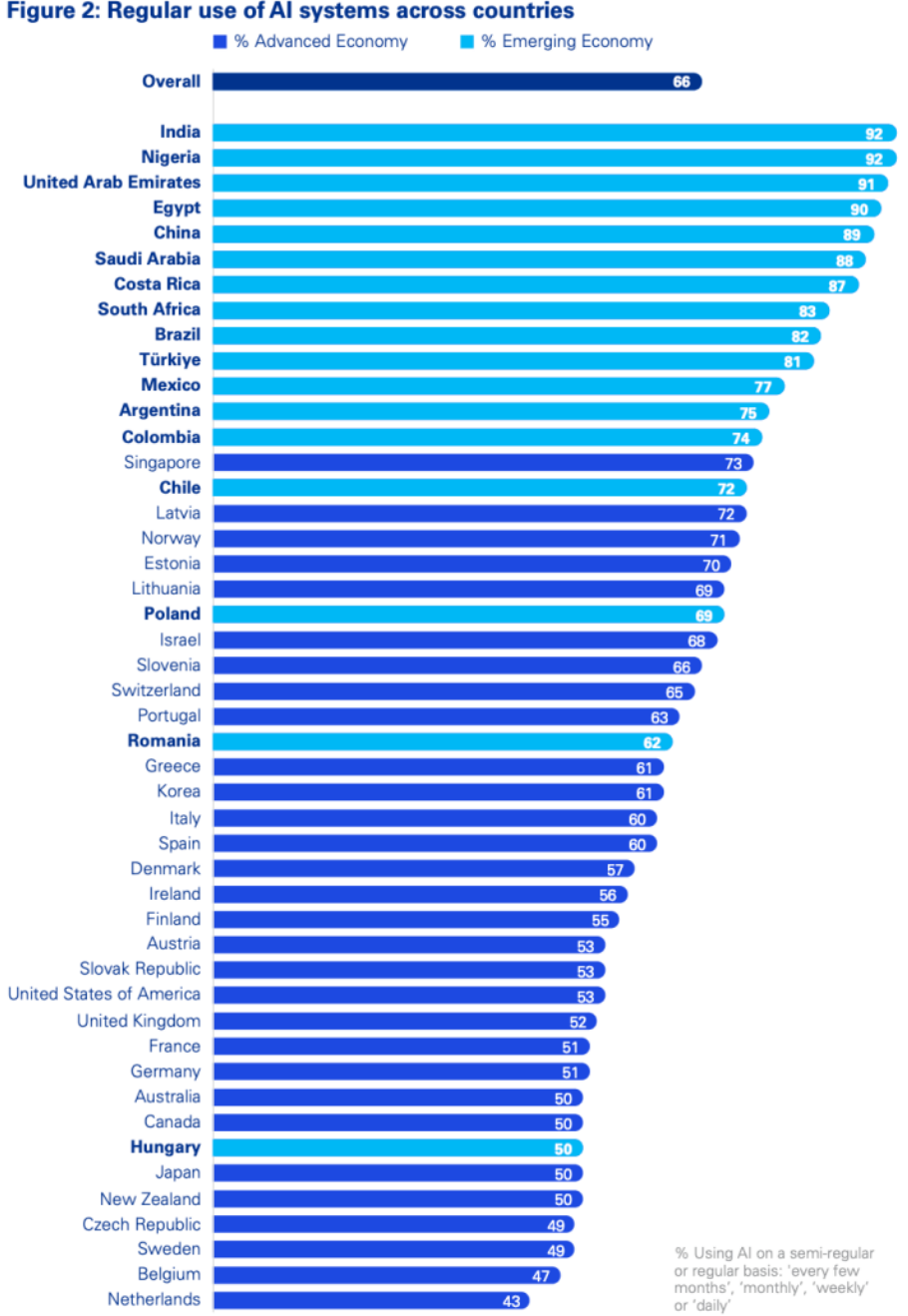
	Overall	Talent	Infrastructure	Operating Environment	Research	Development	Government Strategy	Commercial	Scale	Intensity
United States	1	1	1	2	1	1	2	1	1	3
China	2	9	2	21	2	2	5	2	2	21
Singapore	3	6	3	48	3	5	10	4	11	1
United Kingdom	4	4	17	4	4	16	7	5	3	9
France	5	10	14	19	6	4	9	8	6	10
South Korea	6	13	6	35	13	3	4	12	7	11
Germany	7	3	13	8	8	11	8	9	5	15
Canada	8	8	18	16	9	10	3	6	8	8
Israel	9	7	26	65	7	6	32	3	14	2
India	10	2	68	3	14	13	11	13	4	36
Japan	11	23	5	53	20	14	12	14	9	31
Switzerland	12	5	11	58	5	19	64	20	29	4
The Netherlands	13	11	7	29	15	17	19	23	13	12
Saudi Arabia	14	60	29	41	42	26	1	7	10	24
Finland	15	14	12	9	18	12	25	15	18	6

What does AI need to thrive in Europe? | World Economic Forum

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The level of AI adoption is low

- **Everyday use of AI among Finnish workers is minimal.** Only about **10–18%** of employees use AI regularly in their work
- **Most organisations remain stuck in pilots.** Over half of Finnish companies report having “experimented” with AI, but only **around 19–25%** use AI consistently in their core processes.
- **Among SMEs,** a recent survey shows that roughly **60%** companies do not use AI at all



Tieturi’s 2024 survey *“Tekoälyn hyödyntäminen omassa työssä*
AI Finland & Business Finland, *Tekoälyn tila Suomessa 2025*

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Reason 1: Low AI maturity

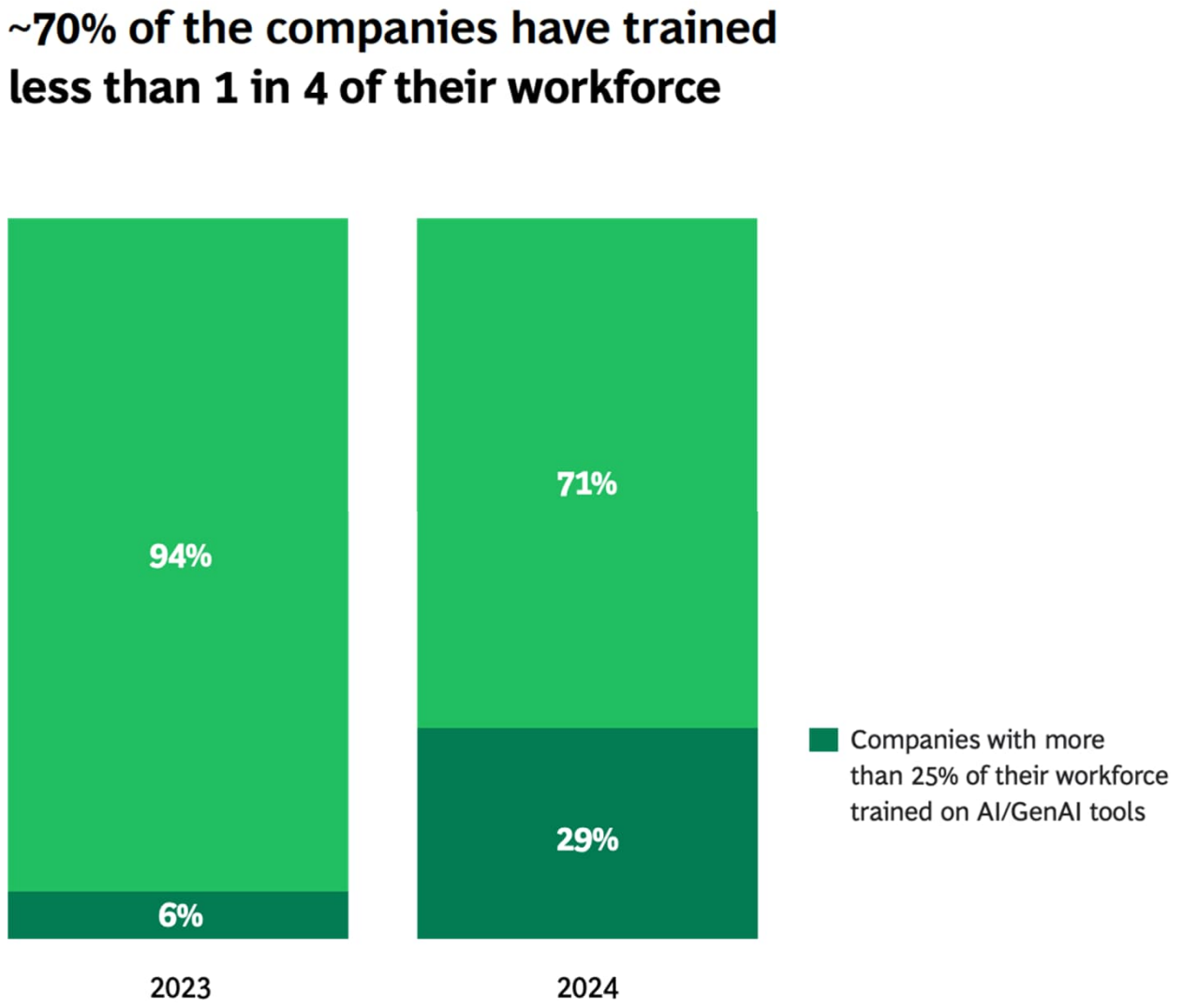
It’s not about having a PhD in machine learning — it’s defined by **how effectively employees use AI in their daily work** to create real value.



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AI maturity is rising

But not fast enough to matter



BCG AI Radar 2025 Survey (n=1,803)

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The number of AI training sessions doesn't count — the impact does

"I don't need **endless AI workshops.** I need the right ones — **relevant, practical, and tailored to what I actually do.**"

- Middle Manager in the interview



"I'd love to learn AI, but I'm **too busy dealing with today's fires.**"

- Senior Manager in the interview



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Lack of understanding on how we use the freed time

"If you asked me how much I work, I'd say 360 hours a month. That's right — 360. **I now work for six different companies**. AI didn't just make me faster; **it made it possible to multiply myself**."

- Software developer in an interview



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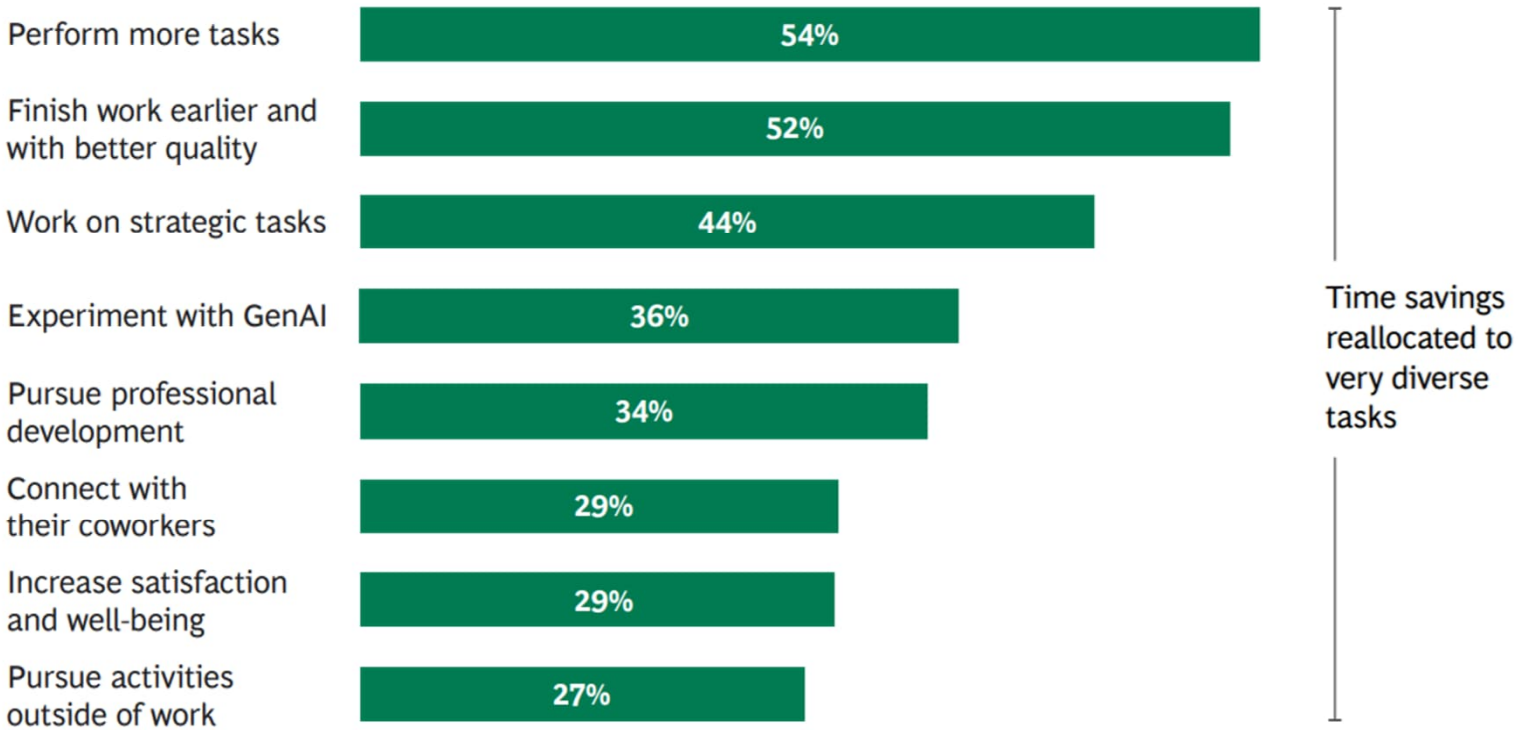
47%

of respondents say they save more than an hour a day with AI[1]

Sources: AI at Work, 2025 (n=7,492 people using GenAI for work); BCG analysis.
[1]Share of respondents who report saving at least six hours a week with AI.

Only one-third receives guidance on how to reallocate this time, muting the impact

Share of respondents who report doing these activities with the time saved by GenAI



BCG AI at Work 2025 Survey (n=7,492)

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Reason (2): Fear of breaking rules

- A legacy of building society through order, stability, and predictability
- Workplace culture: avoiding visibility, avoiding blame

“If you are not sure, it is safer to do nothing.” – Manager in an interview.



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Reason (3): Resistance from the top

In most transformations, resistance starts at the bottom. **In AI, it often starts at the top.**



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KPIs and limited time

Short-term focus: Most executives are bound by quarterly targets and shareholder returns.

No immediate ROI: AI investments often take longer to show results.

Perceived distraction: Leaders see AI as “important but not urgent.”



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Collective bluffing

"Everyone's pretending to lead in AI — waiting for someone else to succeed first."

- CEO in an interview

Why:

- No one wants to look like they're falling behind
- No clear success story yet — so they all wait for one

Outcome: the bluff becomes collective safety



Vuori, N. (2025); GenAI in Strategy Work and Firm Performance.

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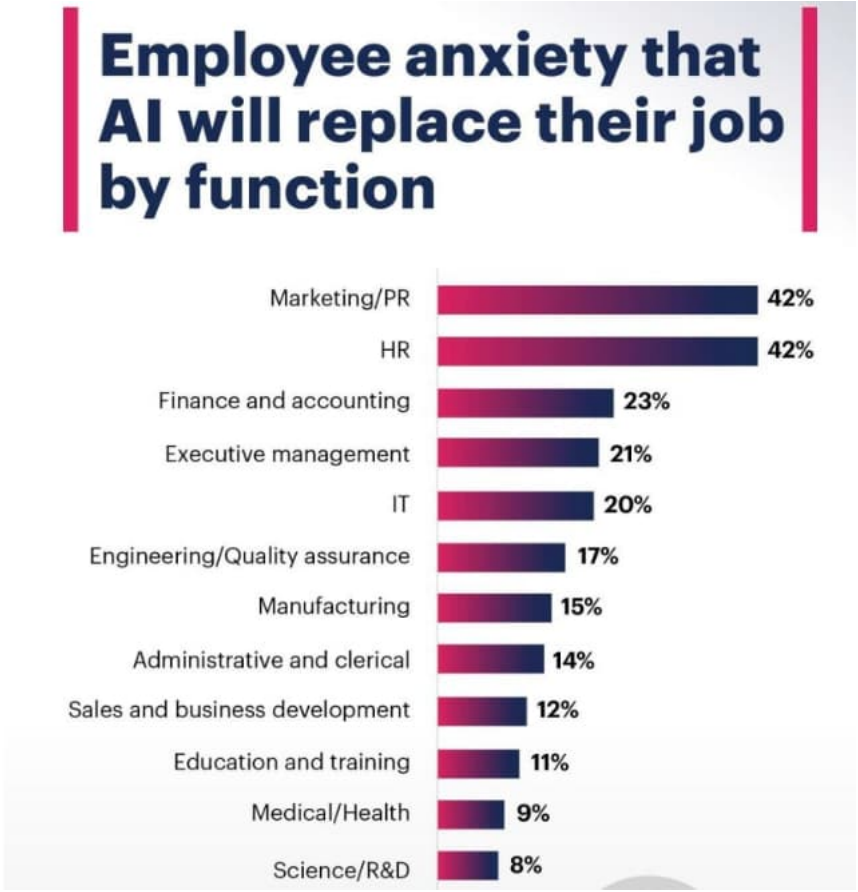
Reason 4: Lack of AI leadership skills

Establishing **social conditions** that **enable people to utilize AI** and generate real value for the company.



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AI triggers fears





Garter (2025),
Vuori, N. (2025); GenAI in Strategy Work and Firm Performance.

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AI threatens professionals by

Leading to competence discrimination



Leading to competence equalization



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The real differentiator is not technology, but **leadership that ensures AI maturity, full trust, and an AI-ready culture**



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Keskeiset tulevaisuuden työelämätaidot

Keskeiset tulevaisuuden työelämätaidot

- High-level cognitive skills and problem-solving ability
- Digital competence, data literacy, and AI literacy
- Creativity, innovation capability, and culture of experimentation
- Social and emotional intelligence skills ("people skills")
- Self-direction, learning ability, and readiness for continuous learning
- Ethical competence and responsible AI use
- Sector-specific expertise combined with technological understanding
- Experimentation skills

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Johtopäätökset.

We are all at a crossroads

One path leads to:

- Shrinking junior roles,
- Deep labour market polarisation
- Lost competitiveness
- An uncertain future for our young people

The other path leads to:

- Empowered workers
- World-leading public services
- A productive private sector
- A fair transition into the AI era

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We need

1. **Shift the national mindset** from fearing rule-breaking to enabling safe and purposeful AI experimentation.
2. Develop **role-specific, targeted training programs** that directly support AI adoption in everyday work.
3. **Build AI-era leaders** who combine technological insight with emotional intelligence and empathy.
4. Make **deep, long-term investments in AI** capabilities and infrastructure.
5. Build an **education system** that equips every generation with technical, ethical, and critical AI skills.



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Questions?
Comments?

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