The Conference Board of Canada

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Future Skills Centre | Centre des Compétences futures

# Work Reimagined

## Roles, Skills, and Workforce Development in the Age of AI

**Issue briefing** | September 8, 2025

Future Skills Centre | Centre des Compétences futures

The Future Skills Centre (FSC) is a forward-thinking centre for research and collaboration dedicated to driving innovation in skills development so that everyone in Canada can be prepared for the future of work. We partner with policymakers, researchers, practitioners, employers and labour, and post-secondary institutions to solve pressing labour market challenges and ensure that everyone can benefit from relevant lifelong learning opportunities. We are founded by a consortium whose members are Toronto Metropolitan University, Blueprint, and The Conference Board of Canada, and are funded by the Government of Canada's Future Skills Program.

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# Contents

# Key findings

- Artificial intelligence (AI) is changing the tasks that employees perform. Forty per cent of firms we surveyed say that AI is creating entirely new tasks that employees did not do previously and more than 40 per cent say that AI has automated existing tasks.
- Organizations that have high AI integration report increases in professional and technical roles and reductions in customer-facing roles and entry-level positions.
- Employee readiness is key to unlocking AI's potential. Thirty-five per cent of firms surveyed say that employee readiness would help accelerate the extent of their organization's adoption of AI.
- In the contemporary workforce there is a demand for AI skills and also social and emotional skills which increase as AI becomes more integrated into workflows.
- Organizations are responding to AI adoption by providing training, redesigning existing roles, and creating new ones. Approaches vary by sector, and larger organizations are more likely than smaller firms to invest in training and role creation.
- Investing in training to upskill or reskill existing employees as organizations use AI is a top organizational priority both now and in the future.

# Actionable insights

Organizations that are looking to integrate AI into their organization can:

1. Conduct a **task redesign audit** led by human resources (HR) teams and functional leads to identify opportunities to realign roles and provide skills training. This includes:

   **Step 1**: Begin by identifying two to three roles where AI has already changed daily work. Use job-shadowing (observing employees while they perform their day-to-day work) and short interviews to capture how tasks have shifted.

   **Step 2**: Update job profiles based on observed changes, then develop a skills-gap matrix to identify what capabilities are now missing or underdeveloped.

   **Step 3**: Deliver short, focused micro-credential training programs that directly address the identified skill gaps. Teams can explore available options through the eCampus Ontario Micro-credential Portal1 or partner with trusted providers to meet specific role requirements.

   **Step 4**: At the end of the pilot, monitor training completion rates and collect feedback from participants and managers. Use these insights to adjust the approach before scaling it across the organization.

2. **Create bridge roles and apprenticeships** to ensure that early-career talent still has meaningful entry points into the workforce. HR and departmental leads can work with platforms like Advance Ontario[2] and Magnet[3] to identify ways to tap into early-career talent.
3. Develop a taxonomy to help employees understand their **readiness to adopt AI**—using a short, AI-readiness assessment survey measuring attributes like confidence, understanding, and exposure. This will allow the organization to develop targeted support: awareness sessions for those new to AI, hands-on training for mid-tier employees, and advanced integration support for experienced users.
4. **Have key organizational leaders attend AI-focused skills development** events, such as the Accelerate Conference, at least once per year.[4] Look for forums where industry leaders, educators, and policy-makers explore practical-use cases and emerging issues in AI adoption. After the event, dedicate time so that the representative can present key insights and propose ways to integrate AI into your organization.

1 eCampus Ontario, “Micro-credential Portal.”

2 Riipen, “Advance Ontario.”
3 Magnet, “Magnet is a Centre of Innovation Focused on the Future of Work.”
4 Propero Learning Systems, “Accelerate Conference.”

# The evolving workplace

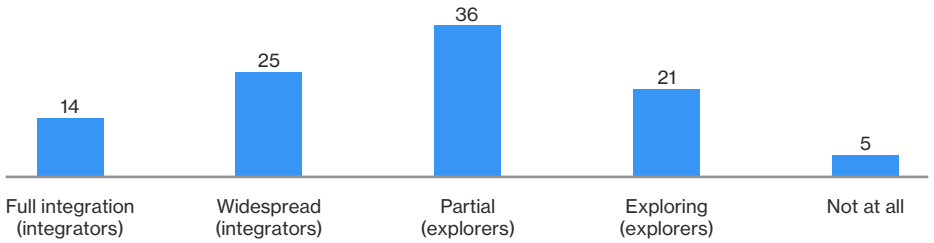
As AI transforms jobs and industries, organizations are navigating new ways of working. Understanding the dynamics of AI adoption—what drives it, what slows it down, and its impact on roles, skills, and workforce development—is essential for building responsive and competitive workplaces.

To examine these dynamics, we surveyed a convenience sample of 1,000 organizational decision-makers working in human resources, information technology, or artificial intelligence roles in businesses across Canada in March 2025. We wanted to know how businesses are using AI, how it's changing job tasks and skill needs, and how they are responding to AI's impact and preparing for its future. (See Appendix A.)

We found that 57 per cent of organizations we surveyed are in the early stages of adoption—experimenting with, or piloting, AI tools or beginning to implement them in specific areas. We refer to these organizations as "explorers". About 38 per cent report more advanced levels of adoption, with widespread or full integration across the organization. We refer to these organizations as "integrators". Just five per cent of organizations we surveyed have not yet begun using AI in their operations. (See Chart 1.)

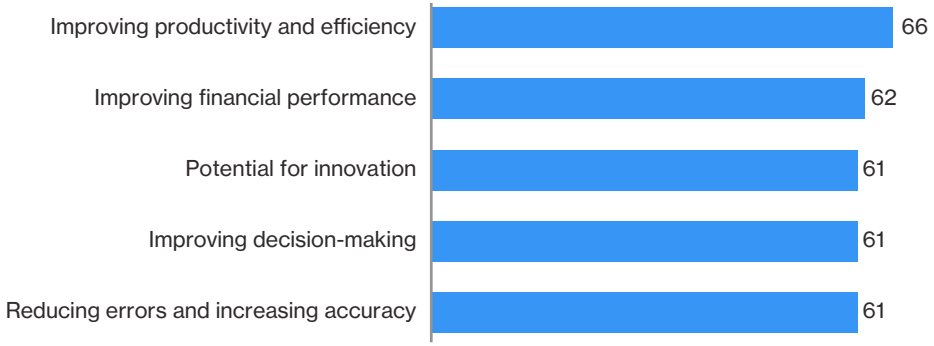
Factors driving AI use across organizations include the desire to improve productivity, financial performance, and decision-making, as well as the potential for innovation and reducing errors. (See Chart 2.)

**Chart 1**
Extent of AI adoption varies across organizations
Q: To what extent has your organization adopted AI?
(per cent)




Source: The Conference Board of Canada.

**Chart 2**
AI adoption is driven by desire to improve productivity and efficiency
Q: To what extent have the following factors influenced your organization to adopt AI?
(per cent of respondents who responded "strongly" or "very strongly")




Source: The Conference Board of Canada.

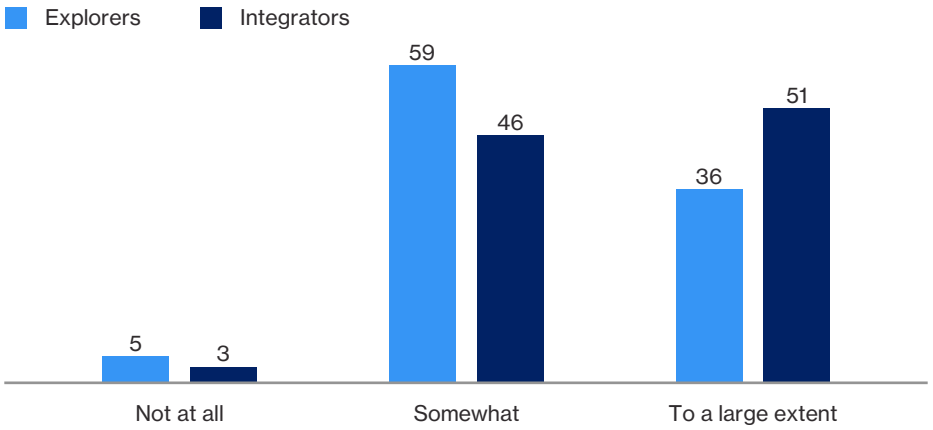
# Impact on tasks and roles

More than half of integrator firms and over one-third of explorers indicate that AI has automated existing tasks to a large extent. (See Chart 3.)

AI has also introduced new tasks. (See Chart 4.) These emerging tasks include AI system oversight and performance-monitoring, ensuring that AI tools operate effectively and make appropriate decisions.

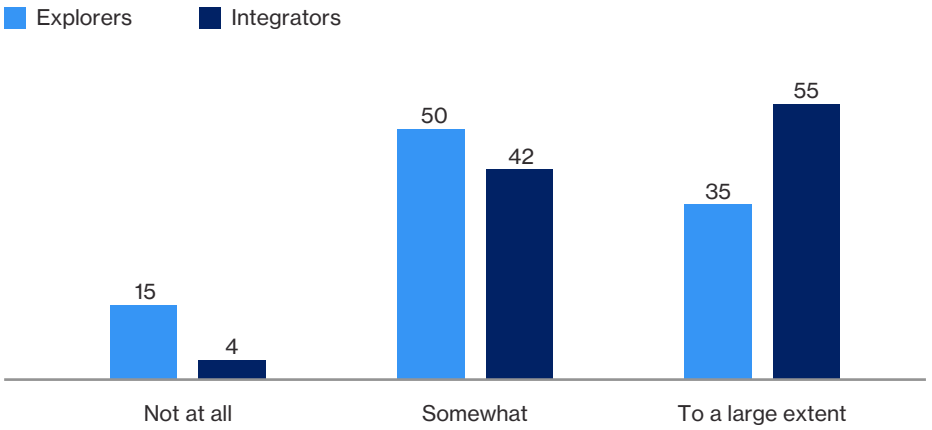
Generally, these new tasks fall under the "human-in-the-loop" approach, which involves incorporating human expertise into AI systems to enhance accuracy, reduce bias, increase transparency, and improve user trust of these technologies.[5]

**Chart 3**
Integrators experience task automation at a greater rate than explorers
Q: Which of the following effects has AI had on job tasks in your organization? (automation of tasks)
(per cent)




Source: The Conference Board of Canada.

**Chart 4**
Integrators experience task creation at a greater rate than explorers
Q: Which of the following effects has AI had on job tasks in your organization? (creation of new tasks)
(per cent)




Source: The Conference Board of Canada.

5 Google Cloud, "What Is Human-in-the-Loop in AI & ML?"

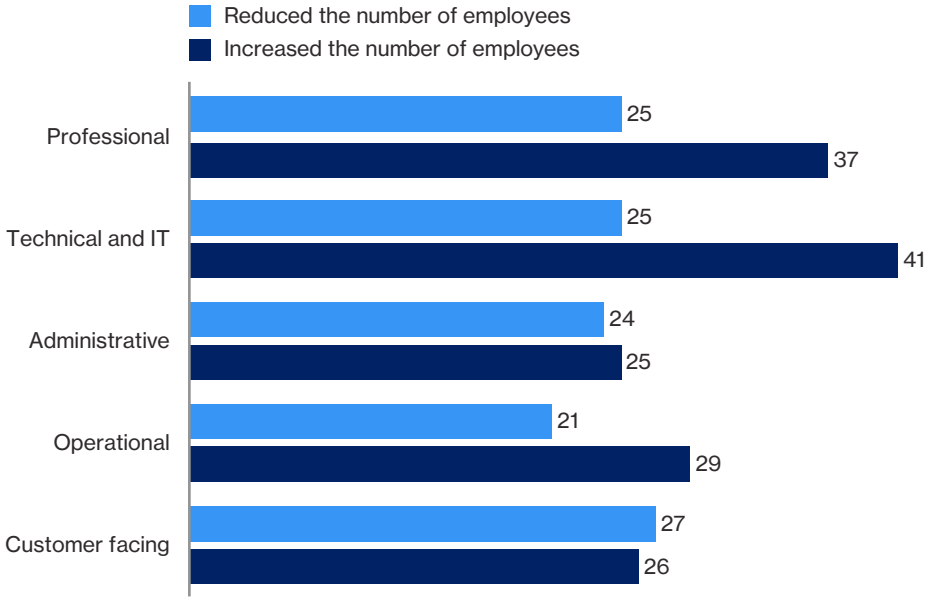
Integrator firms report increases in the number of employees across technical and information technology positions. (See Chart 5.) At the same time, customer-facing positions and entry-level roles are being reduced. (See charts 5 and 6.)

**Chart 5**

Integrators report increases in professional, technical, and operational roles

Q: What impact has AI had on roles in your organization? Please select all that apply. (reduced the number of employees; increased the number of employees)

(per cent of integrators)



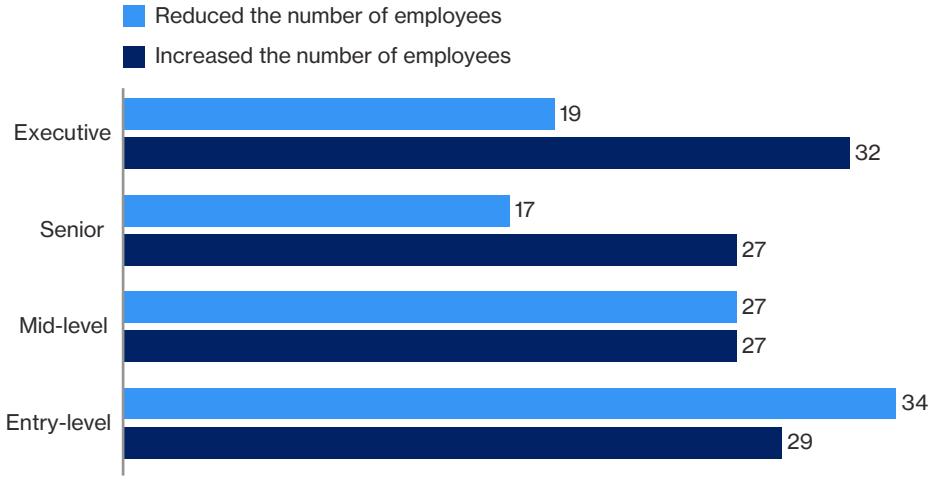

Source: The Conference Board of Canada.

**Chart 6**

Entry-level positions at risk in integrator firms

Q: What impact has AI had on roles in your organization? Please select all that apply. (reduced the number of employees; increased the number of employees)

(per cent of integrators)

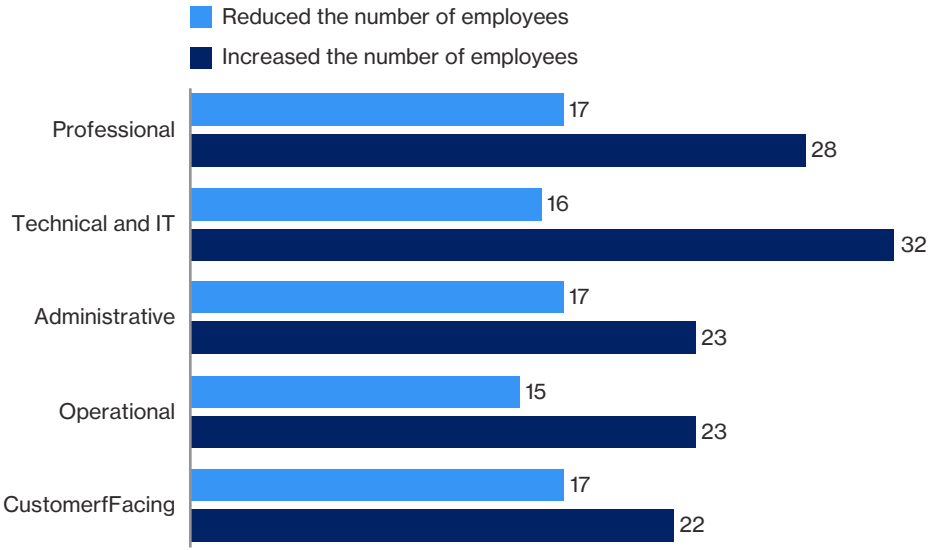



Source: The Conference Board of Canada.

This pattern does not hold among explorer firms, which show increases in the number of employees across nearly all roles. (See charts 7 and 8.)

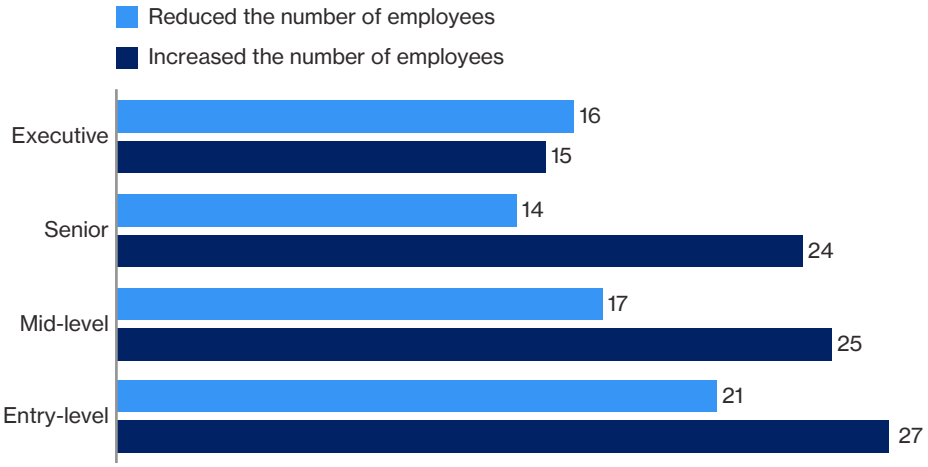
As AI automates tasks and new ones are needed, organizations are preparing employees to operate alongside AI technologies.

**Chart 7**
Explorers report increases across various types of roles
Q: What impact has AI had on roles in your organization? Please select all that apply. (reduced the number of employees; increased the number of employees)
(per cent of explorers)




Source: The Conference Board of Canada.

**Chart 8**
Explorers report increases at various positions
Q: What impact has AI had on roles in your organization? Please select all that apply. (reduced the number of employees; increased the number of employees)
(per cent)

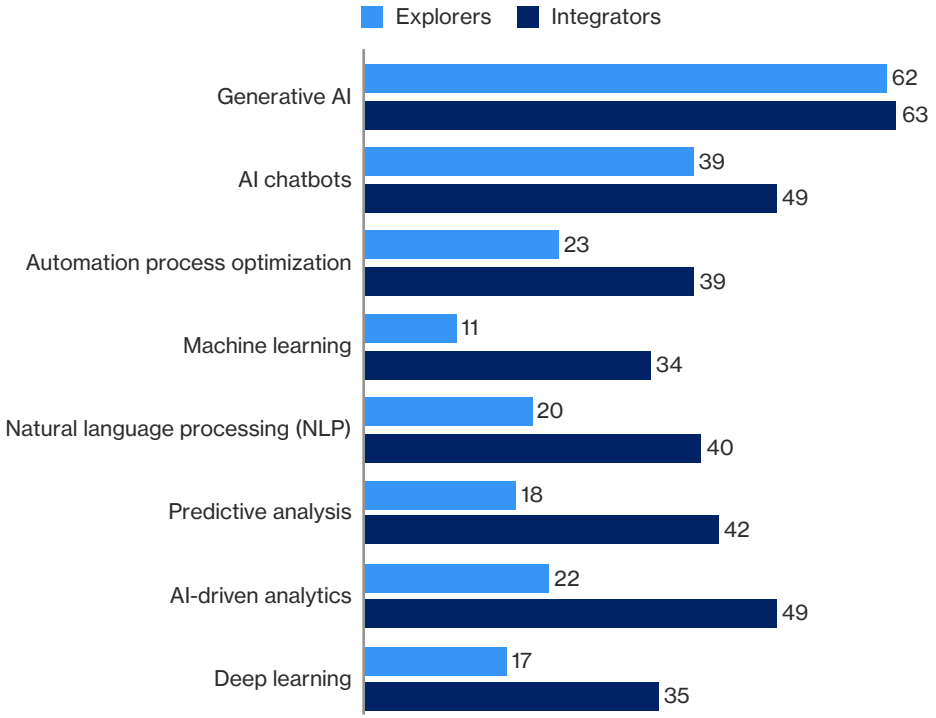



Source: The Conference Board of Canada.

# New tools and hybrid skill sets

Employees who aim to successfully navigate AI integration should become familiar with the AI tools most applicable to their organization and role. We found that while generative AI and AI chatbots are the most frequently used tools, integrator firms are much more likely to use more advanced AI technologies and tools such as machine learning and deep learning algorithms. (See Chart 9.)

**Chart 9**
AI tool use increases (both in variety and proportion of use) as AI adoption increases
Q: Which AI technologies or tools are currently being used in your organization? Please select all that apply.
(per cent)

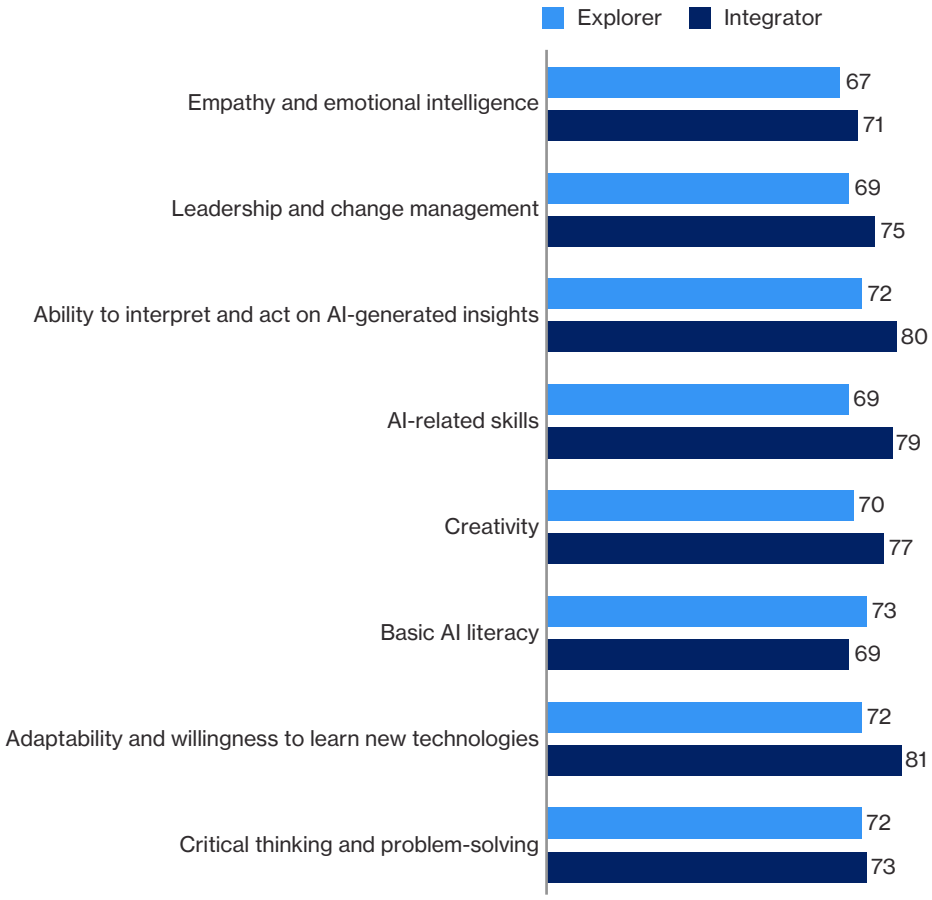



Source: The Conference Board of Canada.

In addition to familiarity with specific tools, the demand for hybrid skill sets—combining technical and human capabilities—is growing as AI becomes embedded in the workplace. (See Chart 10.) There are common themes across all organizations. The ability to interpret and act on AI-generated insights (80 per cent of integrator firms and 72 per cent of explorer firms) and creativity (77 per cent of integrator firms and 70 per cent of explorer firms) are both considered important for workplace success.

Firms also say that social and emotional competencies like adaptability, change management, and empathy are valued, reflecting the need for employees who can navigate and lead through ongoing technological transformation.[6]

**Chart 10**
Hybrid skill sets are valued as AI becomes embedded in the workplace
Q: To what extent do you agree or disagree with the following statements about the skills necessary in today's workplaces, given the increasing use of AI?
(per cent indicating "somewhat agree" or "strongly agree")




Source: The Conference Board of Canada.

6 Green, "Artificial intelligence and the changing demand for skills in Canada"; Rose *SES in the Workplace.*

# How are organizations responding?

We find the primary strategies organizations are using to manage AI's impact in the workplace in 2025 include offering training (45 per cent), creating new roles (41 per cent), and redesigning existing roles (38 per cent). In contrast, redeployment is less common, reported by just one in four organizations.

Approaches vary by sector: education and finance prioritize training, new roles are most frequently created in mining and utilities, and nearly two-thirds of real estate organizations report redesigning roles in response to AI. (See Table 1.) Larger organizations are also more proactive, being more likely than smaller firms to invest in training and role creation. (See Table 2.)

**Table 1**
Management of AI's impact on workforce roles varies by sector
Q: How is your organization managing or planning for AI's impact on workforce roles? Please select all that apply.
(per cent)

| Industry | Training | Redeployment | Redesigning roles | Creating new roles | No current plans |
|---|---|---|---|---|---|
| Administrative and support, waste management and remediation services | 35 | 15 | 29 | 64 | 8 |
| Arts, entertainment, and recreation; accommodation and food services | 21 | 30 | 23 | 16 | 38 |
| Construction | 39 | 0 | 35 | 41 | 32 |
| Educational services | 60 | 29 | 38 | 46 | 8 |
| Finance and insurance | 54 | 41 | 44 | 51 | 3 |
| Healthcare and social assistance | 40 | 15 | 34 | 22 | 22 |
| Information and cultural industries | 50 | 29 | 47 | 34 | 4 |
| Management of companies and enterprises | 36 | 31 | 36 | 30 | 31 |
| Manufacturing | 38 | 6 | 33 | 33 | 33 |
| Mining and utilities | 49 | 18 | 30 | 67 | 9 |
| Professional, scientific, and technical services | 46 | 24 | 41 | 44 | 10 |
| Public administration (government) | 47 | 31 | 40 | 33 | 0 |
| Real estate and rental and leasing | 41 | 29 | 59 | 39 | 12 |
| Retail trade | 53 | 15 | 19 | 39 | 18 |
| Wholesale, transportation, and warehousing | 32 | 17 | 44 | 42 | 27 |
| All industries | 45 | 25 | 38 | 41 | 14 |

Source: The Conference Board of Canada.

**Table 2**
Training and redeployment vary by organization size
Q: How is your organization managing or planning for AI's impact on workforce roles? Please select all that apply.
(per cent)

| Size of organization | Training | Redeployment | Redesigning roles | Creating new roles | No current plans |
|---|---|---|---|---|---|
| Large | 60 | 33 | 48 | 50 | 10 |
| Medium | 58 | 36 | 45 | 46 | 10 |
| Small | 42 | 23 | 37 | 39 | 15 |
| All enterprises | 45 | 25 | 38 | 41 | 14 |

Source: The Conference Board of Canada.

Sectors also differ in the strategies they think will help their organization adopt AI in the future. For example, information and cultural industries place greater emphasis on training and infrastructure upgrade compared with sectors like construction and manufacturing. (See Appendix B, tables 1 and 2.) This may be because workers in these construction and manufacturing sectors are less exposed to AI so far.[7]

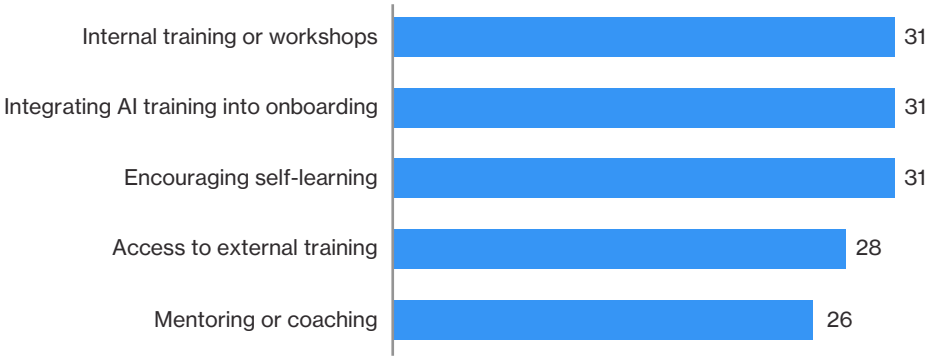
7 Mehdi and Frenette, "Exposure to artificial Intelligence in Canadian jobs."

# Employee readiness

Thirty-five per cent of firms reported that training, upskilling, and AI literacy would accelerate their organization's AI implementation efforts. Nearly 80 per cent of firms view investing in employee training as a top priority in both the short (within the next six to eight months) and long term (beyond eight months). (See Appendix B, tables 3 and 4.)

To help employees prepare, most organizations are offering internal training or workshops, integrating AI training into onboarding, and encouraging self-learning. (See Chart 11.) Access to mentoring or coaching and external training are also relatively common strategies, but around a third of firms do not provide AI-related skills development opportunities.

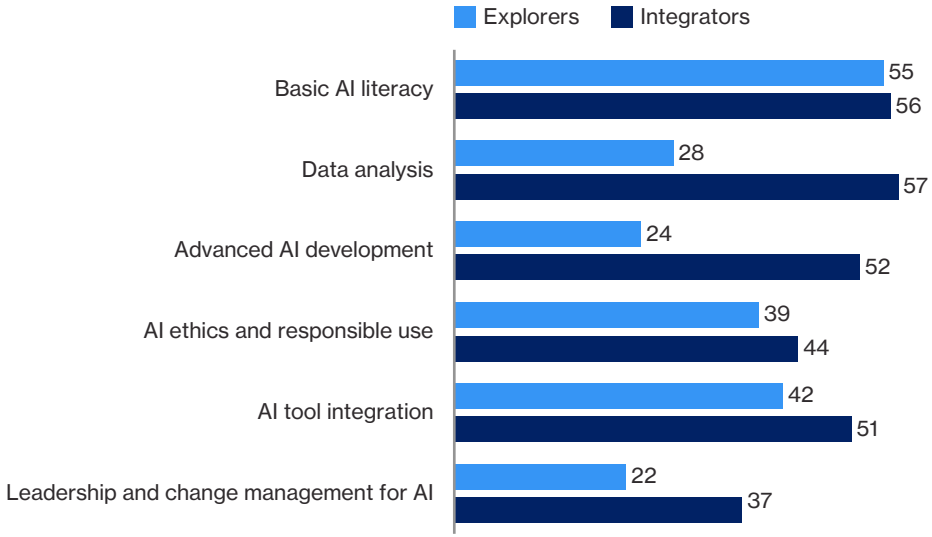
**Chart 11**
Internal training and onboarding are the primary avenues for AI skills development
Q: How is your organization currently supporting the development of AI skills among employees? Please select all that apply.
(per cent indicating "somewhat agree" or "strongly agree")




Source: The Conference Board of Canada.

Basic AI literacy is the most typical form of training among organizations. We found that more advanced skills development, such as leadership and change management for AI adoption, are less common in comparison, even among integrators. (See Chart 12.) Without a focus on leadership and change management, firms may risk stalling their AI adoption and failing to realize its full potential,[8] especially as Canada ramps up investment to scale its AI industry.[9]

**Chart 12**
Basic AI literacy is a top priority in skills development
Q: What types of AI-related skills development has your organization undertaken or are you currently undertaking? Please select all that apply.
(per cent)




Source: The Conference Board of Canada.

8 Gupta, "Leadership Or Regulation?"
9 Hemmadi, "Ottawa will spend big to back Canadian AI."

We find higher levels of AI adoption coincide with increased investments in AI skills development. This finding is consistent with other research findings from Statistics Canada.[10] Adoption levels are also linked to how organizations think AI will impact workforce planning and overall strategy. (See tables 3 and 4.) For example, almost 40 per cent of integrators see it as a major influence on workforce planning compared with 17 per cent of explorers.

**Table 3**
Integrator firms are more likely to consider the impact of AI on workforce planning
Q: To what extent is your organization considering the potential impact of AI on workforce planning, such as the types of roles required, and the skills needed?
(per cent)

| | Major influence | One of many | Minor role | Not at all |
|---|---|---|---|---|
| Explorers | 17 | 46 | 35 | 3 |
| Integrators | 39 | 49 | 12 | 0 |

Source: The Conference Board of Canada.

**Table 4**
AI becomes more important to overall organizational strategy as the extent of adoption increases
Q: How important is AI to your organization's overall strategy?
(per cent)

| | Not at all | Somewhat unimportant | Neutral | Somewhat important | Very important/ essential |
|---|---|---|---|---|---|
| Explorers | 1 | 4 | 15 | 53 | 27 |
| Integrators | 0 | 0 | 5 | 36 | 59 |

Source: The Conference Board of Canada.

10 Statistics Canada, Table 27-10-0392-01.

# Training effectiveness

Organizations we surveyed that have adopted AI told us their training efforts are seen to be effective. Integrators, who have more in-depth engagement with AI, reported higher levels of confidence that the training they offer is hitting the mark. Seventy-five per cent of integrator firms consider their training very or highly effective compared with just over half of explorer firms. (See Table 5.) Roughly 17 per cent of explorer firms say their training is only slightly effective, compared with just 5 per cent of integrators.

**Table 5**
Among organizations that have adopted AI, there is a high level of confidence in their training
Q: How effective have your organization's training efforts been in preparing employees for AI adoption?
(per cent)

| | Not at all | Slightly | Moderately | Very | Highly |
|---|---|---|---|---|---|
| Explorers | 2 | 17 | 24 | 41 | 15 |
| Integrators | 0 | 5 | 20 | 44 | 31 |

Source: The Conference Board of Canada.

# What's getting in the way?

Nearly all organizations (92 per cent) face barriers to implementing AI training.

Common challenges include a lack of skilled trainers, employee resistance, limited budgets, low awareness of available training options, and time constraints—each cited by roughly a third or more of respondents. (See Chart 13.)

**Chart 13**
Time constraints are the main obstacle toward AI upskilling
Q: What barriers does your organization face in implementing AI-related upskilling and reskilling training programs for employees? Please select all that apply.
(per cent)


Source: The Conference Board of Canada.

The least frequently reported barrier was a lack of organizational support. This suggests that while leadership may be on board, practical and logistical hurdles remain impediments to effective AI upskilling and reskilling efforts.

Appendix A

# Methodology

We sought to understand how firms adopt and integrate AI, along with any resulting changes in labour demand, organizational initiatives, and future skills development.

We asked:

- What factors affect the rate of AI adoption?
- How does AI adoption influence labour demand, roles, and skills within organizations?
- What strategies are organizations using to manage the impact of AI?

To answer these questions, we surveyed 1,000 organizational decision-makers working in human resources, information technology, or artificial intelligence roles in small, medium, and large businesses across Canada.

The survey included a mix of Likert-scale and multiple-choice questions. The survey also captured demographic information such as firm size, location, and industry. (See Table 1.) Survey responses were anonymous.

We used Abacus Data, a Canadian market research firm, to distribute the survey online in March 2025. The sample obtained was a non-probability, convenience sample based on their panel of respondents. The survey was pre-tested among 55 respondents (45 completes and 10 partial completes) before fielding to ensure its external validity and to identify any wording problems.

Since the survey data was derived from a non-probability (convenience) sample, we used proportional sampling weights to ensure that our survey results reflected the national distribution of businesses.

The weighting process focused on two factors.

1. Enterprise size: We used three enterprise-size categories for weighting purposes:
   - Small: 1–99 employees
   - Medium: 100–499 employees
   - Large: 500 or more employees

We then aligned the sample with the national distribution of these groups using data from Statistics Canada.[1] This adjustment ensured that each size group contributed to the analysis in proportion to its actual share in the Canadian economy.

2. Industry representation: After applying size-based weights, we incorporated additional adjustments, so the weighted data reflected national industry patterns.[2]

The tables below present the weighted and unweighted respondent profiles by enterprise size and industry.

**Table A1**
Survey respondent profile

| Size of organization (weighted) | per cent |
|---|---|
| Large (>500 employees) | 2.1 |
| Medium (100–499 employees) | 14.9 |
| Small (0–99 employees) | 83.1 |

| Size of organization (unweighted) | per cent |
|---|---|
| Large (>500 employees) | 35.5 |
| Medium (100–499 employees) | 36.6 |
| Small (0–99 employees) | 27.9 |

Source: The Conference Board of Canada.

1 Statistics Canada, Table 33-10-0761-01.
2 Statistics Canada.

**Table A1 (cont'd)**
Survey respondent profile

| Industry (weighted) | per cent |
|---|---|
| Administrative and support, waste management and remediation services | 5.2 |
| Arts, entertainment, and recreation; accommodation and food services | 4.3 |
| Construction | 2.3 |
| Educational services | 4.8 |
| Finance and insurance | 14.0 |
| Healthcare and social assistance | 7.3 |
| Information and cultural industries | 11.3 |
| Management of companies and enterprises | 8.1 |
| Manufacturing | 1.5 |
| Mining (including gas and oil) Utilities | 3.3 |
| Professional, scientific and technical services | 19.4 |
| Public administration | 1.5 |
| Real estate and rental and leasing | 4.1 |
| Retail trade | 8.1 |
| Transportation and warehousing; wholesale trade | 4.8 |

| Industry (unweighted) | per cent |
|---|---|
| Administrative and support, waste management and remediation services | 4.6 |
| Arts, entertainment, and recreation; accommodation and food services | 3.7 |
| Construction | 1.9 |
| Educational services | 4.5 |
| Finance and insurance | 12.4 |
| Healthcare and social assistance | 7.3 |
| Information and cultural industries | 18.1 |
| Management of companies and enterprises | 7.8 |

**(continued ...)**

| Industry (unweighted) | per cent |
|---|---|
| Manufacturing | 1.5 |
| Mining (including gas and oil) Utilities | 3.0 |
| Professional, scientific and technical services | 18.2 |
| Public administration | 2.3 |
| Real estate and rental and leasing | 3.5 |
| Retail trade | 7.1 |
| Transportation and warehousing; wholesale trade | 4.1 |

Source: The Conference Board of Canada.

The survey data was analyzed in SPSS. Where applicable, multiple-response Likert-scale questions were numerically coded to facilitate the development of contingency tables and frequency analysis. We do not apply inferential statistical techniques here but present these findings as a cross-sectional exploration into the adoption of AI across various industries.

Since the survey was administered online, this cannot be considered a random probability sample. Therefore, a margin of error cannot be applied to this data set.

Although weighting improved representativeness, it did not fully eliminate discrepancies. For example, in the weighted dataset, large enterprises account for about 2.1 per cent of responses, while their actual share in the national distribution is approximately 0.3 per cent.[3] Hence, the weighted data should be interpreted with caution, as the results have limited generalizability beyond the sample surveyed.

Note: We did not include geography as a weighting factor because the survey was based on a non-probability sample, and our research questions did not examine regional variation in technology adoption. While AI technologies are broadly available across Canada, regional ecosystems can influence adoption patterns, and assessing these dynamics was outside the scope of this study.

3 Statistics Canada, "Key Small Business Statistics 2024."

**Table A2**
Survey respondent profile, location

| Location (post-weighting) | per cent |
|---|---|
| Alberta | 15.4 |
| British Columbia | 14.1 |
| Manitoba | 2.2 |
| New Brunswick | 2.1 |
| Newfoundland and Labrador | 0.4 |
| Northwest Territories | 0.5 |
| Nova Scotia | 2.1 |
| Ontario | 46.4 |
| Prince Edward Island | 0.1 |
| Quebec | 15.0 |
| Saskatchewan | 1.8 |

| Location (pre-weighting) | per cent |
|---|---|
| Alberta | 14.8 |
| British Columbia | 12.0 |
| Manitoba | 3.2 |
| New Brunswick | 1.7 |
| Newfoundland and Labrador | 0.5 |
| Northwest Territories | 0.4 |
| Nova Scotia | 2.2 |
| Ontario | 45.7 |
| Prince Edward Island | 0.5 |
| Quebec | 16.9 |
| Saskatchewan | 1.7 |

Source: The Conference Board of Canada.

However, since we applied weights at the enterprise size and industry levels, this also resulted in shifts in the provincial distribution. The tables below present both pre-weighting and post-weighting location profiles to illustrate these differences.

The sample does not fully match the national geographic distribution of business headquarters by province. For example, Quebec represents 20.6 per cent of firms nationally, compared with 16.9 per cent pre-weight and 15 per cent of our weighted sample. Ontario accounts for 37.5 per cent nationally, while our sample includes approximately 46.4 per cent. These differences should be considered when interpreting location-based insights,[4] which we have actively avoided.

4 Statistics Canada, Canadian Business Counts, with employees, June 2024.

Appendix B

# Supplementary tables

**Table B1**

Assessment of the importance of AI-related strategies in the short term

Q: How important or unimportant will the following strategies be in helping your organization adopt AI in the short term, in the next six to eight months?

(average value out of 5)

| Industry | Investing in training to upskill or reskill existing employees | Redeploying employees to new roles | Hiring new AI-skilled talent | Collaborating with external experts or partners | Upgrading technical infrastructure |
|---|---|---|---|---|---|
| Administrative and support, waste management and remediation services | 4.18 | 3.98 | 4.14 | 4.13 | 3.97 |
| Arts, entertainment, and recreation; accommodation and food services | 3.58 | 3.66 | 3.31 | 3.65 | 3.71 |
| Construction | 3.47 | 2.88 | 2.78 | 3.49 | 3.79 |
| Educational services | 4.16 | 4.11 | 4.34 | 3.78 | 3.86 |
| Finance and insurance | 4.15 | 3.93 | 4.21 | 3.87 | 4.14 |
| Healthcare and social assistance | 4.02 | 3.84 | 3.76 | 4.01 | 4.08 |
| Information and cultural industries | 4.17 | 4.41 | 4.29 | 3.93 | 4.09 |
| Management of companies and enterprises | 4.28 | 4.15 | 4.13 | 4.21 | 4.35 |
| Manufacturing | 3.41 | 3.32 | 3.05 | 3.53 | 3.14 |
| Mining and utilities | 3.87 | 4.04 | 3.98 | 3.93 | 4.06 |
| Professional, scientific, and technical services | 4.18 | 4.19 | 4.02 | 3.78 | 4.16 |
| Public administration (government) | 3.53 | 3.82 | 3.41 | 3.47 | 3.97 |
| Real estate and rental and leasing | 4.11 | 3.78 | 3.94 | 3.61 | 3.83 |
| Retail trade | 4.14 | 3.83 | 3.72 | 3.86 | 4.11 |
| Wholesale, transportation, and warehousing | 3.68 | 3.55 | 3.97 | 4.32 | 4.11 |
| Average across industries | 4.07 | 3.98 | 3.97 | 3.89 | 4.06 |

Source: The Conference Board of Canada.

**Table B2**

Assessment of the importance of AI-related strategies in the long term

Q: How important or unimportant will the following strategies be in helping your organization adopt AI in the long term, beyond eight months?

(average value out of 5)

| Industry | Investing in training to upskill or reskill existing employees | Redeploying employees to new roles | Hiring new AI-skilled talent | Collaborating with external experts or partners | Upgrading technical infrastructure |
|---|---|---|---|---|---|
| Administrative and support, waste management and remediation services | 4.29 | 3.92 | 4.05 | 3.98 | 3.94 |
| Arts, entertainment, and recreation; accommodation and food services | 3.43 | 3.12 | 3.18 | 3.26 | 3.56 |
| Construction | 3.97 | 2.73 | 3.05 | 3.72 | 3.84 |
| Educational services | 4.13 | 3.80 | 4.25 | 4.07 | 3.95 |
| Finance and insurance | 4.16 | 3.95 | 4.06 | 4.03 | 4.20 |
| Healthcare and social assistance | 4.16 | 3.91 | 3.82 | 4.32 | 4.15 |
| Information and cultural industries | 4.37 | 3.99 | 4.24 | 4.10 | 4.11 |
| Management of companies and enterprises | 4.29 | 4.15 | 4.20 | 4.24 | 4.31 |
| Manufacturing | 3.86 | 3.63 | 3.81 | 3.56 | 3.63 |
| Mining and utilities | 4.19 | 3.45 | 3.98 | 3.83 | 3.95 |
| Professional, scientific, and technical services | 4.13 | 4.11 | 4.10 | 3.92 | 4.10 |
| Public administration (government) | 3.79 | 3.65 | 3.63 | 3.88 | 3.62 |
| Real estate and rental and leasing | 3.98 | 3.77 | 3.54 | 3.65 | 3.72 |
| Retail trade | 3.99 | 3.75 | 3.81 | 3.86 | 4.10 |
| Wholesale, transportation, and warehousing | 4.05 | 3.76 | 3.64 | 3.91 | 3.62 |
| Average across industries | 4.12 | 3.87 | 3.95 | 3.96 | 4.03 |

Source: The Conference Board of Canada.

**Table B3**
Assessment of the importance of AI-related strategies in the short term
Q: How important or unimportant will the following strategies be in helping your organization adopt AI in the short term, in the next six to eight months?
(per cent)

| Strategy | Not important | Neutral | Important |
|---|---|---|---|
| Investing in training to upskill or reskill existing employees | 5 | 16 | 78 |
| Upgrading technical infrastructure | 5 | 20 | 75 |
| Redeploying employees to new roles | 7 | 19 | 74 |
| Hiring new AI-skilled talent | 8 | 18 | 74 |
| Collaborating with external experts or partners | 10 | 21 | 69 |

Source: The Conference Board of Canada.

**Table B4**
Assessment of the importance of AI-related strategies in the long term
Q: How important or unimportant will the following strategies be in helping your organization adopt AI in the long term, beyond eight months?
(per cent)

| Strategy | Not important | Neutral | Important |
|---|---|---|---|
| Investing in training to upskill or reskill existing employees | 5 | 15 | 79 |
| Upgrading technical infrastructure | 7 | 17 | 76 |
| Collaborating with external experts or partners | 9 | 19 | 73 |
| Hiring new AI-skilled talent | 8 | 20 | 72 |
| Redeploying employees to new roles | 9 | 21 | 70 |

Source: The Conference Board of Canada.

Appendix C

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